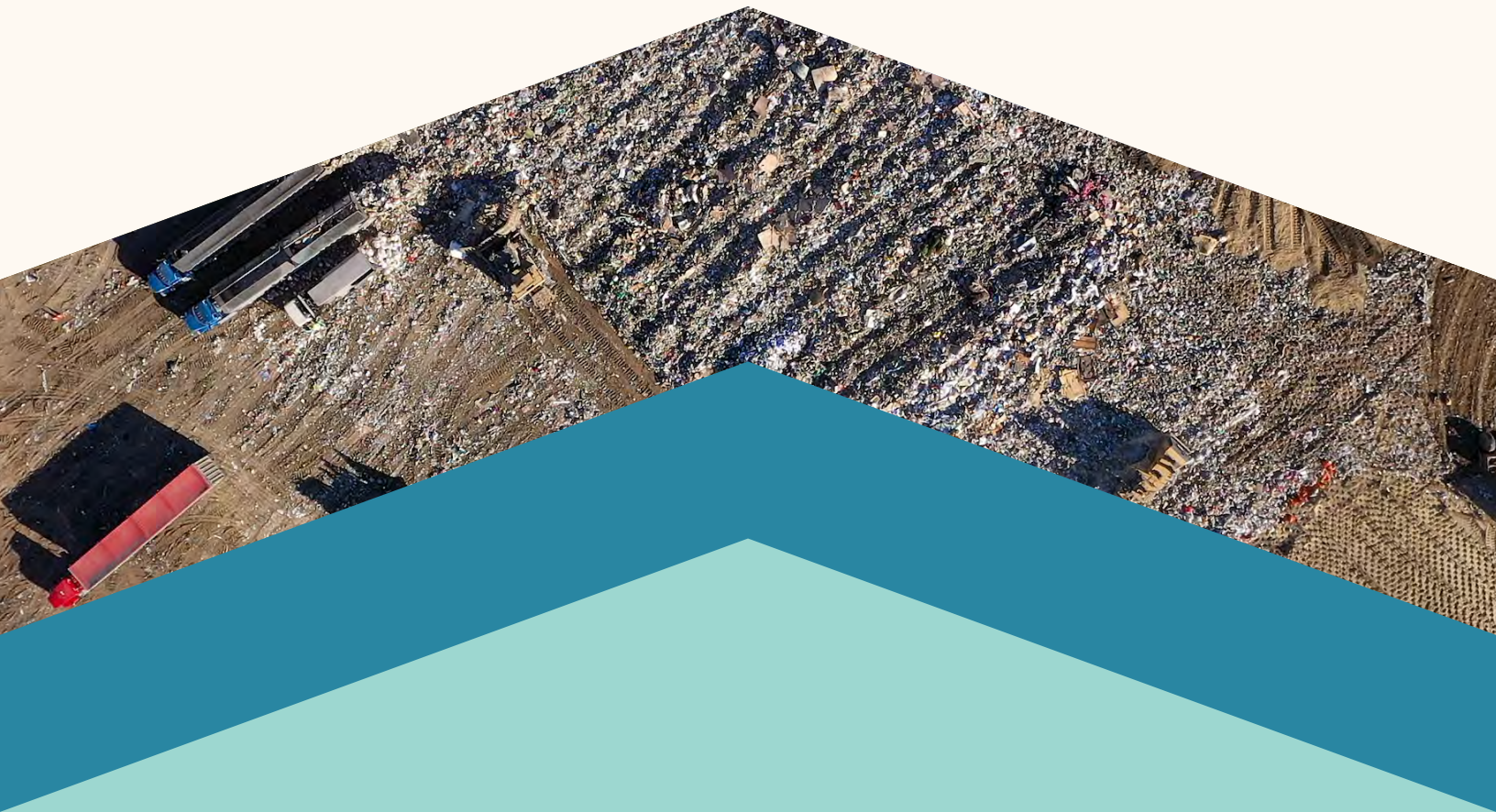


# YEAR OF PIVOT AND PROGRESS

2020 ANNUAL REPORT OC WASTE & RECYCLING





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# DIRECTOR'S MESSAGE

## Welcome to the 2020 OCWR Annual Report.

My recap of 2020 would be remiss if it didn't include COVID-19. I sincerely hope that you have been able to stay safe and healthy as well as manage and endure through this unprecedented global situation. The impacts remain untold.

As an essential public service, our operations continued at full, compliant levels. We implemented a stringent set of best management practices to keep employees and customers safe and found ways to continue to serve the public need. And, despite the challenges brought on by COVID-19, we accomplished much more.

We delivered on our promise of launching an organizational pivot, moving OC Waste & Recycling beyond just landfilling. And we provided a regional resource for compliance with new state laws governing organic waste management. We added resource recovery to the essential public services we provide. We constructed Bee Canyon Greenery and launched composting at the Bowerman Landfill. We also completed our composting facility construction at Prima Deshecha and established scrap metal and mattress recovery operations at all three sites.

But we also managed through another crisis-level situation, in addition to COVID. The October Silverado fire had a significant impact at the Frank R. Bowerman Landfill. The fire damaged the landfill gas collection and control system, the power grid, storm water system, combining to force a temporary closure of the landfill. The recovery back to full operation was challenging for our team, but this challenge was met with true grit and creative problem solving, to expedite repairs and

compliance. I believe our response to this challenge reflected the commitment of our team to deliver on our promise of being a good neighbor. You can learn more about the story in the Year in Review section of the annual report.

Internally we have adopted the philosophy of Kaizen. Kaizen is a Japanese word that roughly translates to "change for better." It is fitting for OCWR because our mission of protecting public health and the environment requires sustaining compliance in a changing regulatory environment, where standards are raised continually. We must always change for the better, which means to improve.

The term Kaizen is used in businesses around the world to look at ways of making changes that improve such functions as safety, efficiency and customer service. But Kaizen is much more than a word, it's a concept. This concept describes and inspires continuous improvement in all aspects of an organization. Most importantly, Kaizen is sustained by every OCWR employee and reflects our organizational culture.

Thank you for your interest. I hope you enjoy the 2020 Annual Report update on our journey to resource recovery, and I welcome your feedback.



Tom Koutroulis

# OUR ORGANIZATION



## Mission

The mission of OC Waste & Recycling is to provide waste management services, protect the environment, and promote recycling in order to ensure a safe and healthy community for current and future generations.

## Vision

A landfill and resource recovery system that safely manages waste, recycles resources and protects the environment for Orange County residents and businesses.

## BOARD OF SUPERVISORS



**Andrew Do**  
Chairman,  
First District



**Doug Chaffee**  
Vice Chairman,  
Fourth District



**Katrina Foley**  
Second District



**Donald P. Wagner**  
Third District



**Lisa Bartlett**  
Fifth District



## WASTE MANAGEMENT COMMISSION

The purpose of the Waste Management Commission is to advise the Orange County Board of Supervisors on matters relating to municipal solid waste and hazardous waste management, operation and maintenance of the County's landfills, and other facilities related to the County's solid waste disposal system.

### **Officers:**

Chairwoman  
Beth Haney, City of Yorba Linda  
Third District

### **Vice Chair**

David Harrington, City of Aliso Viejo  
Second District

### **Commissioners:**

#### **First District:**

Juan Villegas, City of Santa Ana  
Kimberly Ho, City of Westminster  
Tri Ta, City of Westminster\*

#### **Second District:**

Hong Alyce Van, City of Stanton\*

#### **Third District:**

Isabell Kerins, Public

#### **Fourth District:**

Megan Moscol, Public  
Tamara Wallace, Public  
Christine Marick, City of Brea\*

#### **Fifth District:**

Donald Froelich, Public  
Joe Soto, Public  
Cynthia Conners, City of Laguna Woods\*

### **Commissioners at Large:**

David J. Shawver, City of Stanton\*

### **City Manager Representative:**

Jarad Hildenbrand, City of Stanton\*

### **OC Waste & Recycling Director:**

Thomas D. Koutroulis

\*City Selection Appointee



Since about 1946, the County has managed residential and commercial solid waste by providing municipal landfills, singularly. Seven decades later, OCWR is building a future for the department that extends the reach and scope of the essential public service we provide.

If all OCWR ever did was accept and bury trash, we would put ourselves out of business sometime between the year 2102 and 2200. While that's a long, long way off, we would be doing

a disservice to future generations of Orange County residents if we did not plan and implement strategies now. The central element of our strategy for the long-term efficacy of waste management is a pivot to resource recovery.

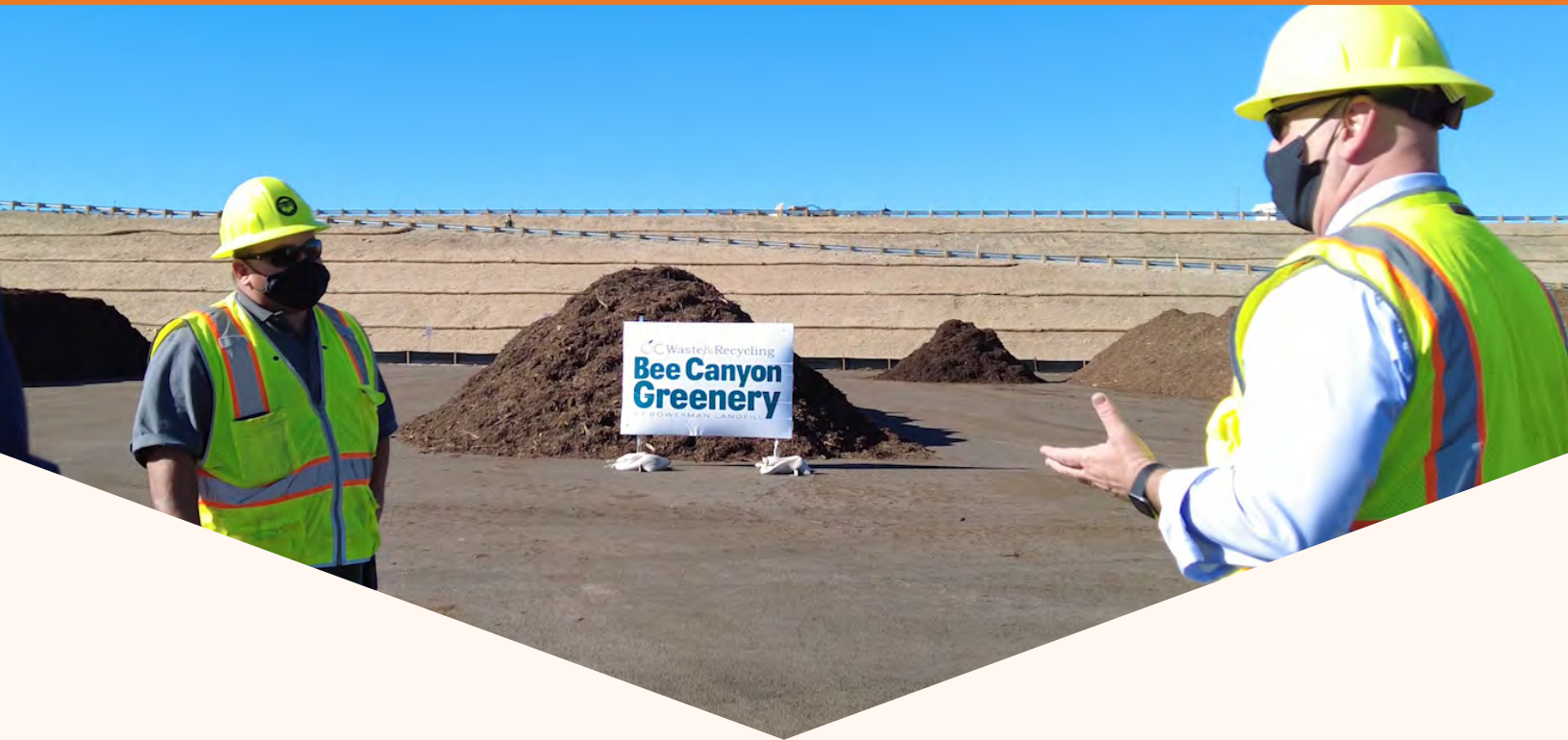
The pivot extends our scope beyond trash disposal to the recovery and eventual recycling or repurposing of materials that do not need to be buried at a landfill. In 2020 OCWR achieved the first phases of this monumental pivot.

## WHAT IT TOOK

The early stages of the pivot focused on composting as a direct track to repurposing green waste and keeping this organic material out of the landfill. An early study explored the viability of launching composting at the sites with a contracted vendor to run the operation. Later OCWR determined that an in-house operation was not only feasible but would provide a regional solution to respond to state legislation that is transforming the waste industry. In addition to the conventional steps of research, analysis, collaboration and planning, it took staff training and very

successful pilot projects at all three sites to launch the pivot – not only for composting but also for recovery of scrap metal and mattresses. And it took a mindset shift by OCWR employees. Site crew members learned new aspects of waste management, enhancing their careers. Equipment operators expanded their roles, to build and manage compost piles and handle mattresses and scrap metal for recovery. Engineers designed a new type of facility. Compliance staff learned the regulations and integrated them into operations.





## WHAT WE DID

We implemented Year One of the pivot:

- Completed the construction of full-scale composting facilities at Bowerman and Prima Landfills.
- Launched the Bee Canyon Greenery compost operation at Bowerman.
- Partnered with the Mattress Recycling Council on a program that no longer requires us to bury mattresses.
- Established contracts with private industry firms to repurpose and recycle scrap and mixed metal, launching programs at all three sites.

## WHAT IT MEANS

The composting facilities provide Orange County jurisdictions with a cost-effective way to manage their green waste and comply with legislation. The inherent benefit of our greeneries is a reduction in methane emission, a key

environmental stewardship effort in California. No longer burying mattresses and scrap metal enabled us to conserve valuable landfill capacity.

# TIMELINE

## OF RESOURCE RECOVERY FACILITY ACTIVITY

All Sites

Bowerman and Bee Canyon Greenery

Prima and Capistrano Greenery

Olinda and Valencia Greenery

Launched scrap metal recovery pilot project

DEC  
2019



Completed compost pilot project

FEB  
2020



MAR  
2020

For CEQA, filed Notice of Determination with County Recorder's Office

Compost facility construction launched

APR  
2020



Completed compost pilot project

MAY  
2020

Compost facility construction launched

JUL  
2020

Completed metal pilot project

Launched full-scale metal recovery program

AUG  
2020



SEP  
2020

Compost facility construction completed

Launched mattress recovery program

Accepted first loads of green waste for full-scale operation

OCT  
2020

Compost facility construction completed

Held ceremonial grand opening of Bee Canyon Greenery

Launched mattress recovery program

Launched mattress recovery program



DEC  
2020



20  
21

Composting facility progress begins in 2021



# CONTINUING PROGRESS

While COVID-19 dominated daily life through most of 2020, the OCWR landfill system remained fully operational, with the exception of the Silverado Fire situation. (See Year in Review, October) OCWR implemented Best Management Practices to comply with all COVID mandates and follow guidance, protecting employees, customers and contractors.

## SYSTEMWIDE OPERATIONS HIGHLIGHTS



Buried waste  
**5,129,048 tons**



Greenwaste reused for operations/erosion control  
**887 tons**



Total fee booth transactions  
**621,007**



Greenwaste repurposed for composting  
**100 tons**



Total operational hours of heavy equipment  
**109,952**



Soil received (used to support daily operations)  
**2,415,916 tons**



Habitat plantings  
**More than 1,500**



Asphalt received (used to build wet weather decks)  
**375,087 tons**



HHW pounds collected/visitors  
**5,736,212 pounds**  
from 202,086 visitors



Mattresses recovered  
**3,470 = 95 tons**  
Preserved the capacity of cubic feet equal to 40 school busses



Scrap metal recovered  
**586 tons**



Hours recorded by OCWR employees  
**462,317 hours**



Calls handled at HQ reception  
**43,818 calls**

OCWR continued its progress in maximizing the beneficial use of landfill gas produced at the landfills through its energy partners. Landfill gas was used to power generators, which in turn produced more than 410,000,000 kwh of electricity, which is the equivalent of taking more than 63,000 cars off the road.

OCWR also continues to examine the best ways to utilize landfill gas including upgrading the gas for injection in the Southern California Gas pipelines. Renewable Natural Gas, as it is called, reduces carbon emissions and represents a greener alternative to regular natural gas. OCWR also is examining other novel strategies that minimize the environmental footprint of controlling the landfill gas while providing significant overall benefits.

## DEMO/PILOT PROJECTS

Demonstration projects at the sites provide opportunities for innovation toward continuous improvement, as the Kaizen philosophy encourages. Demonstration or pilot projects launched at the sites in 2020 that have since been adopted to standard operating practices toward enhanced safety or other efficiencies include:

### OLINDA

Solar-powered LED systems for barricade flashers and traffic signs to:

- Enhance safety through greater visibility
- Greater cost-effectiveness, saving money on replacement bulbs

High visibility, water-filled versus concrete barricades to:

- Increase job efficiency, as they are easier to maintain, move and place
- Enhance safety for landfill drivers, as they are painted orange and more highly visible

Three-foot tall traffic barrels, versus cones, to:

- Increase visibility, which enhances safety by making them easier for drivers to see
- Increase job efficiency, as the heightened visibility requires placement of fewer pieces

### PRIMA

Alternate Daily Cover (ADC) Tarp to:

- Preserve onsite soil and landfill capacity

### BOWERMAN

Compost efficacy trial to:

- Test and showcase how common backyard plants responded to varying amounts of compost application.

### ALL ACTIVE SITES

All three active sites conducted metal recovery pilot projects. All were successful, and each site launched full-scale programs in 2020. Other pilots focused on safety, operations and composting:





# SAFETY



Among highlights reflecting progress and continuing improvement, OCWR received a major safety program award from the waste industry's leading professional association, SWANA (Solid Waste Association of North America). Our OC Safety program was recognized as the nation's best safety program for improvement and innovation. OC Safety brings all safety-related administration together in a single, automated system. We use it to document training, safety inspections, near misses, incidents, and injuries. It enables easy and instantaneous tracking of near misses, incidents and injuries, providing valuable trend analysis systemwide.

We also saw the positive impact of a program conceived in 2018 and launched in 2019 to codify and make consistent our Standard Operating Procedures (SOP). The SOPs are compiled in the OCWR Playbook, which is available as a digital tool. Its purpose is to provide a clear, simple and standardized method for every job that is performed by every landfill position.

Root cause analysis is a major component of OCWR's safety culture. All incidents are investigated to identify the root cause. This includes near misses – incidents that could have happened but didn't – which are a key leading indicator. Detailed investigations allow the implementation of effective corrective actions that result in safety operations. We expanded on the convention by including a review of any SOP related to the incident. In addition to answering the basic why questions of an effective root cause analysis, we determine if a new SOP is needed or an existing one needs revision whenever a new hazard is identified.





Number of SOPs created  
**241**



Number of team members who participated in building the SOP program  
**128**



Number of record submissions to the safety tracking system  
**10,750**



Simulator hours  
**456**



Number of staff trained on simulator  
**52**

## CAPITAL AND MAJOR PROJECTS

**8**

Eight Capital Projects – \$8.6 million spent to construct greeneries, groundwater protection and stockpile infrastructure, viewsheds, odor control misting systems and storage facilities.

**24**

24 Major Improvements – \$3.2 million spent for such projects as wetlands basin repair, fee booth and scale upgrades, asphalt rehabilitation, slope erosion repair, trash fence replacement, odor management.



# FOR THE COMMUNITY

## NEW OCDE PROGRAM

A long-envisioned educational program moved to the launching pad in 2020. In June the Board of Supervisors approved a \$500,000 contract to support a partnership program between OCWR and the OC Department of Education (OCDE).

Called the Classroom and Family Engagement Curriculum, the program will bring critical recycling and waste management learning directly to students and their families. Through this partnership, OCWR and OCDE will be able to provide educational materials that support classroom lessons, student engagement and family activities connected to local Orange County waste diversion priorities.

The program responds to recent legislation, including AB 341 (Mandatory Commercial Recycling), AB 1826 (Mandatory Commercial Organics Recycling) and SB 1383 (Organics Diversion and Edible Food Recovery). It also will provide responses to significant recycling market changes, which have required expanded public education and outreach to assist the County in meeting its diversion goals.

The first phase of the program will be to develop, market, implement and assess a pilot project. Based on the assessment, the program will be developed into a curriculum that will be available for use in schools Countywide. The curriculum will support OCDE's academic content and will integrate OCWR's current and future educational resources.



## SOCIAL MEDIA OUTREACH

With COVID-19 impacts came the need to increase outreach, to inform and update residents on such changes as Materials Exchange programs opening and closing, postings to notify residents to wear masks at sites, etc.

Equally as important, we had to cancel our many in-person outreach events and convert as much educational outreach activity to virtual.

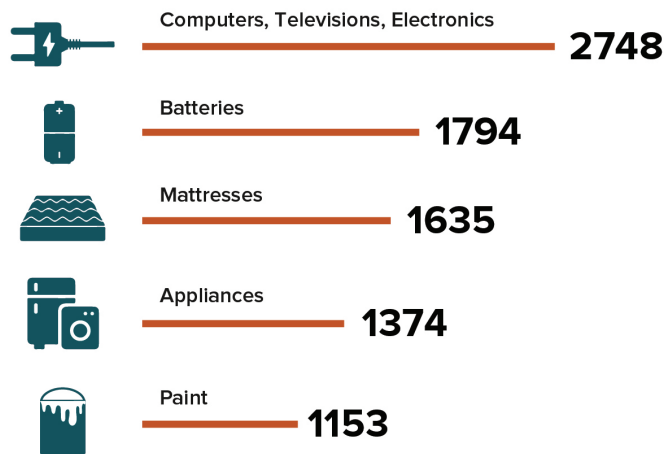
-  412 posts; Gained 403 Facebook followers
-  233 posts; Gained 377 new Instagram followers
-  251 Tweets; Received 493 likes on Tweets




**RecycleGuide.com**






**41K**  
**PAGE VIEWS**

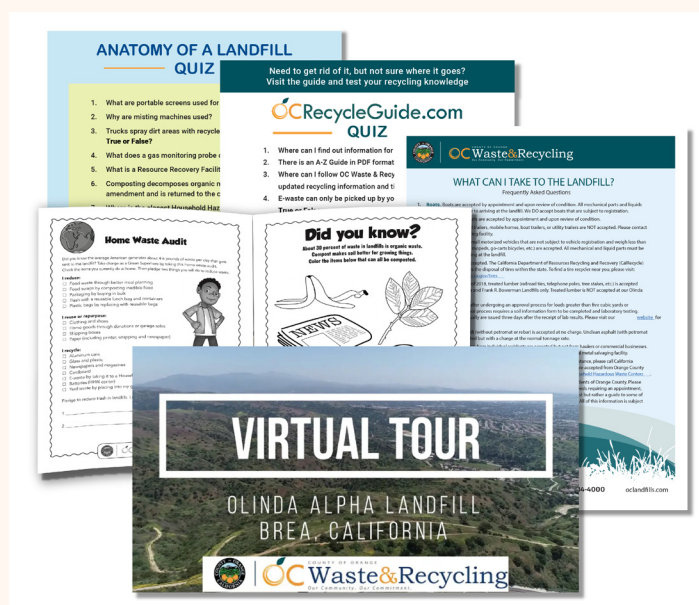
## TOP FIVE SEARCHES



## SHIFT TO VIRTUAL

OCWR's educational outreach efforts moved to virtual engagement due to COVID, including a number of public and community meetings. Among the educational outreach programs and opportunities we promoted on social media and the OCLandfills.com website were:

- 
[Olinda Virtual Tour \(vimeo\)](#)
- 
[OC Recycle Guide Quiz \(PDF\)](#)
- 
[Anatomy of a Landfill Quiz \(PDF\)](#)
- 
[EcoChallenge Activity Book](#)
- 
[What Can I Take to the Landfill](#)



# GRANT PROGRAM UPDATE

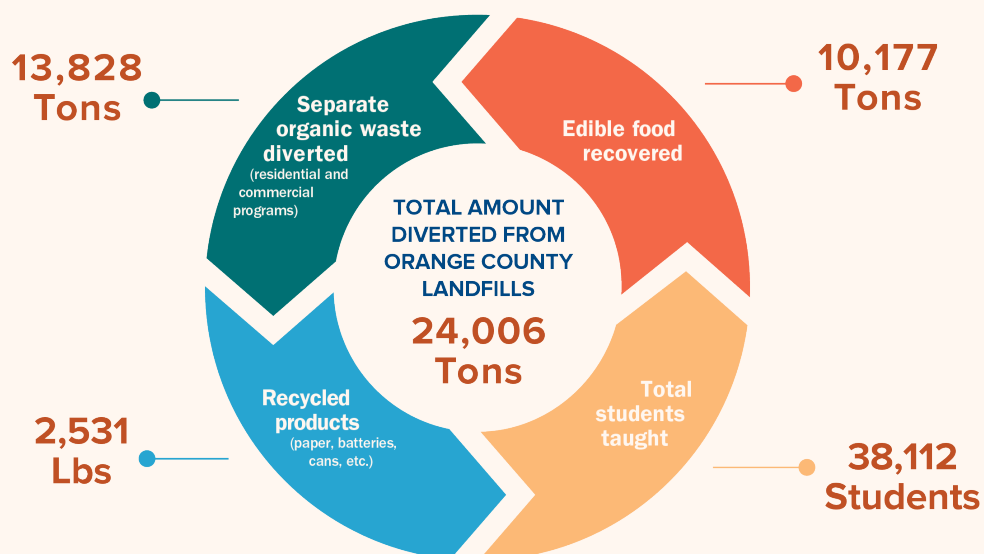
In 2018, seven organizations in Orange County received funding through OCWR's Regional Recycling and Waste Reduction Grant program, which is funded by the AB 939 Self-Haul Surcharge. The surcharge is an economic pricing incentive to encourage self-haulers to use material processing facilities to remove recyclable materials before taking waste to the landfill. The grant program supports compliance with state-mandated organic waste diversion goals.

In 2020, the grant recipients entered Year Three, marking a key milestone in achieving self-sustained funding of their programs. Despite impacts due to the pandemic, necessary adjustments are being made to support the sustained programming heading into the final years and hopefully beyond.

## GRANT RECIPIENTS AND THEIR PROGRAMS

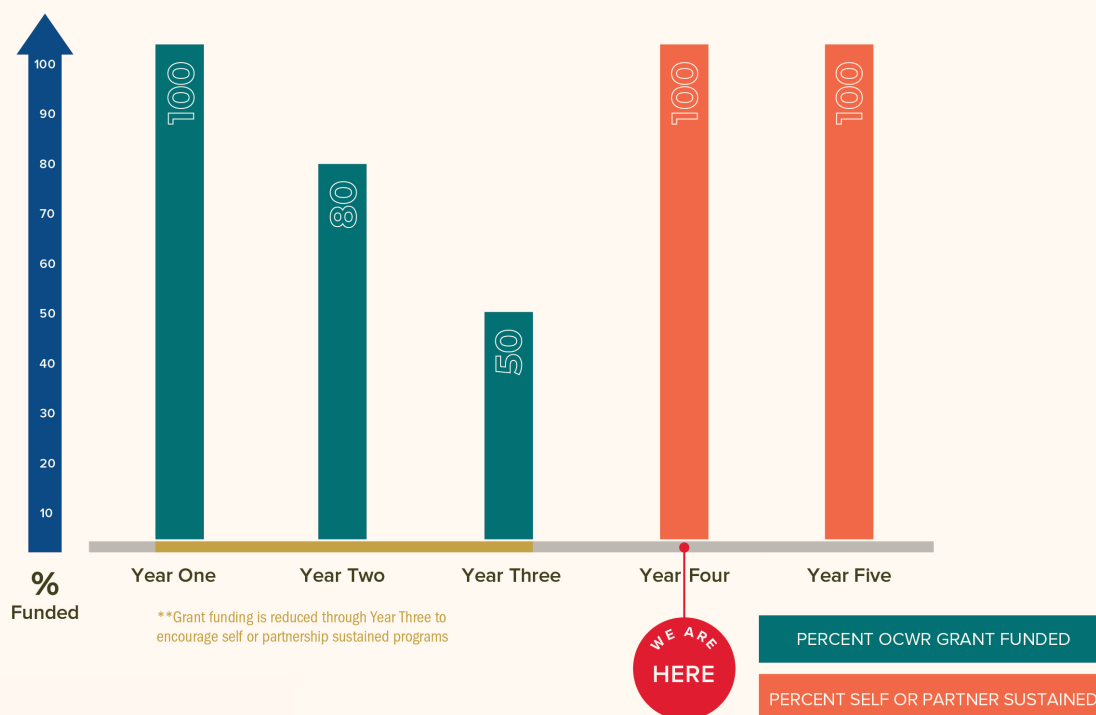
 <div data-bbox="115 890 396 1167"> <p><b>City of Anaheim:</b> Commercial food recovery and organics program.</p> </div>	<div data-bbox="487 890 768 1167"> <p><b>City of Irvine:</b> Commercial food recovery and organics collection program.</p> </div>	<div data-bbox="857 890 1138 1167"> <p><b>Costa Mesa Sanitary District:</b> Residential organics recycling program</p> </div>	<div data-bbox="1226 890 1507 1167"> <p><b>Waste Not OC Coalition:</b> Helping resolve food insecurity by recovering edible food</p> </div>
<div data-bbox="302 1266 583 1543"> <p><b>Discovery Cube:</b> Education about organics and composting</p> </div>	<div data-bbox="672 1266 953 1543"> <p><b>Inside the Outdoors:</b> Education about composting and food recovery</p> </div>	<div data-bbox="1042 1266 1323 1543"> <p><b>Katella High School:</b> School recycling and composting program</p> </div>	

## 2020 GRANT PROGRAM UPDATE



## FIVE-YEAR GRANT CYCLE

### OCWR REGIONAL RECYCLING & WASTE REDUCTION GRANTS – FOURTH CYCLE \$3M

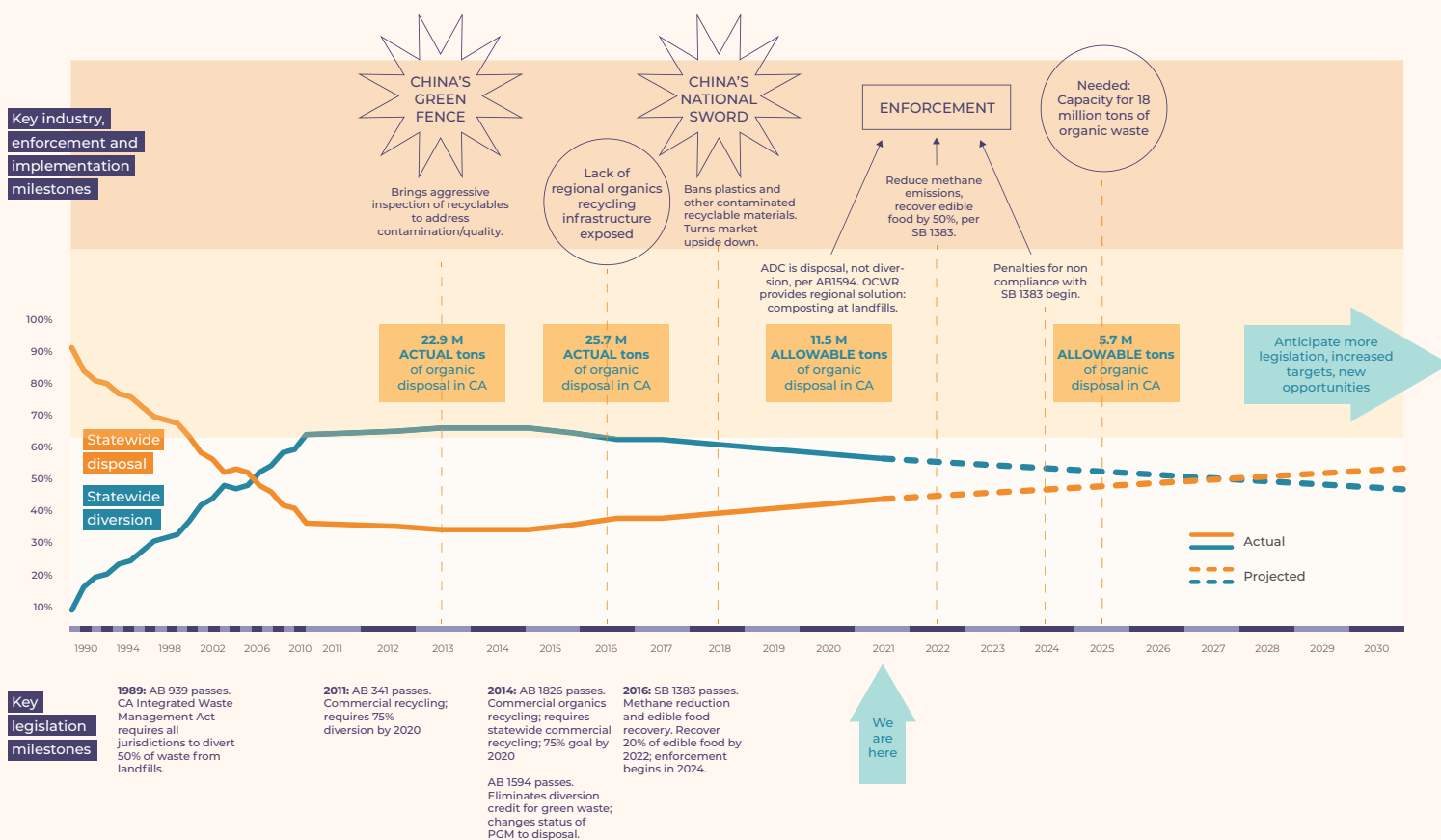




# LEGISLATION



## LEGISLATION AND RECYCLING TIMELINE



# AMONG LEGISLATIVE HIGHLIGHTS FROM 2020

SB 1383 – To reduce methane and recover versus dispose of edible food at landfills:

- Rulemaking process concluded
- Enforcement set to begin January 1, 2022

AB 1826 – To require commercial organizations to recycle rather than dispose of organic waste.

AB 1594 – To minimize burial of processed green material.

Treated Wood Waste – A waiver that previously allowed disposal of treated wood waste at landfills expired in 2020; prohibition went into effect January 1, 2021.



SB  
1383

METHANE EMISSIONS REDUCTION  
AND EDIBLE FOOD RECOVERY



AB  
1826

MANDATORY COMMERCIAL  
ORGANICS RECYCLING



AB  
1594

WASTE MANAGEMENT

# YEAR IN REVIEW

## JANUARY



- ▶ Held public information meeting for the planned development of Capistrano Greenery at Prima Deshecha Landfill.
- ▶ OCWR participates in TET Festival, attracting more than 1,000 visitors to the booth to collect reusable bags and recycling education materials.

## FEBRUARY



- ▶ Contractors complete construction of Phase IV of the Prima Viewshed, which supports erosion control and Good Neighbor aesthetics at the landfill.



# MARCH



- ▶ COVID-19 hits; OCWR begins adopting protocols and Best Management Practices to enable continuous operations while protecting staff, customers and contractors.



[Covid Feature](#)

# APRIL



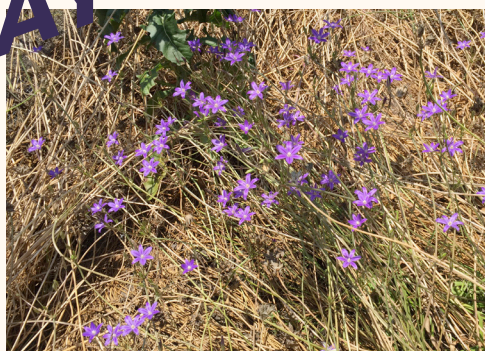
- ▶ OCWR and Discovery Cube celebrate 50 Years of Earth Day through virtual campaigns due to COVID-19. Month-long activities include social media contests, virtual family activity books and prizes for posted activities demonstrating organic waste knowledge.



[Virtual Earth Month](#)

- ▶ OCWR boosts educational outreach to help ensure proper disposal of PPE and household hazardous waste.

# MAY



- ▶ Translocation project at Prima for 450 Thread-leaved brodiaea (*Brodiaea filifolia*), a state-endangered and federally-threatened flowering plant species, successfully met final performance standards and was approved by regulatory agencies in 2020.



[See more photos](#)

# JUNE



- ▶ OCWR wins NACo Awards for OC Recycle Guide, a digital resource for OC residents to help them recycle properly, and the Metal Recycling Pilot Project, which proved the department's ability to recover and repurpose rather than bury scrap metal.
- ▶ Board of Supervisors approves OC Department of Education contract, through which a program will integrate recycling and proper waste management education into the OC public schools curriculum.

# JULY



- ▶ OCWR launches refreshed website
- ▶ OCWR hosts public information meeting for proposed changes at Prima landfill, including development of Zone 4 preliminary plans for an organic waste recycling facility.

# AUGUST



- ▶ Contractors repair the main access road at the Olinda Alpha Landfill to continue the safety of customers and staff members.

# SEPTEMBER

**SWANA**  
SAFETY

**2020  
SWANA SAFETY  
AWARD WINNER**

- ▶ Contractors complete construction of Orange County's first municipal composting facility, Bee Canyon Greenery at Frank R. Bowerman Landfill.
- ▶ Mattress recycling and metal recycling commences at all three landfill sites.
- ▶ SWANA presents its Best Safety Innovation national award to OCWR, recognizing our OC Safety program for its ability to help track and monitor both training and safety incidents.
- ▶ Local Enforcement Agency hosts virtual public meeting for Bee Canyon Greenery

# OCTOBER



- ▶ Supervisor Donald P. Wagner serves as keynote speaker at Bee Canyon Greenery ceremonial Grand Opening.
- ▶ OCWR hosts public meeting for Olinda Alpha Solid Waste Facility Permit to continue operations through 2036.
- ▶ Silverado Fire sweeps through Bowerman Landfill, forcing a five-week shutdown of the facility.



**[How the Bowerman Landfill Survived the 2020 Silverado Fire](#)**



# NOVEMBER



- ▶ Bowerman Landfill opens November 30 following completion of critical remediation efforts resulting from the Silverado Fire.
- ▶ Crews complete construction of a solar-powered misting system at Prima, enhancing the Good Neighbor approach to odor mitigation.

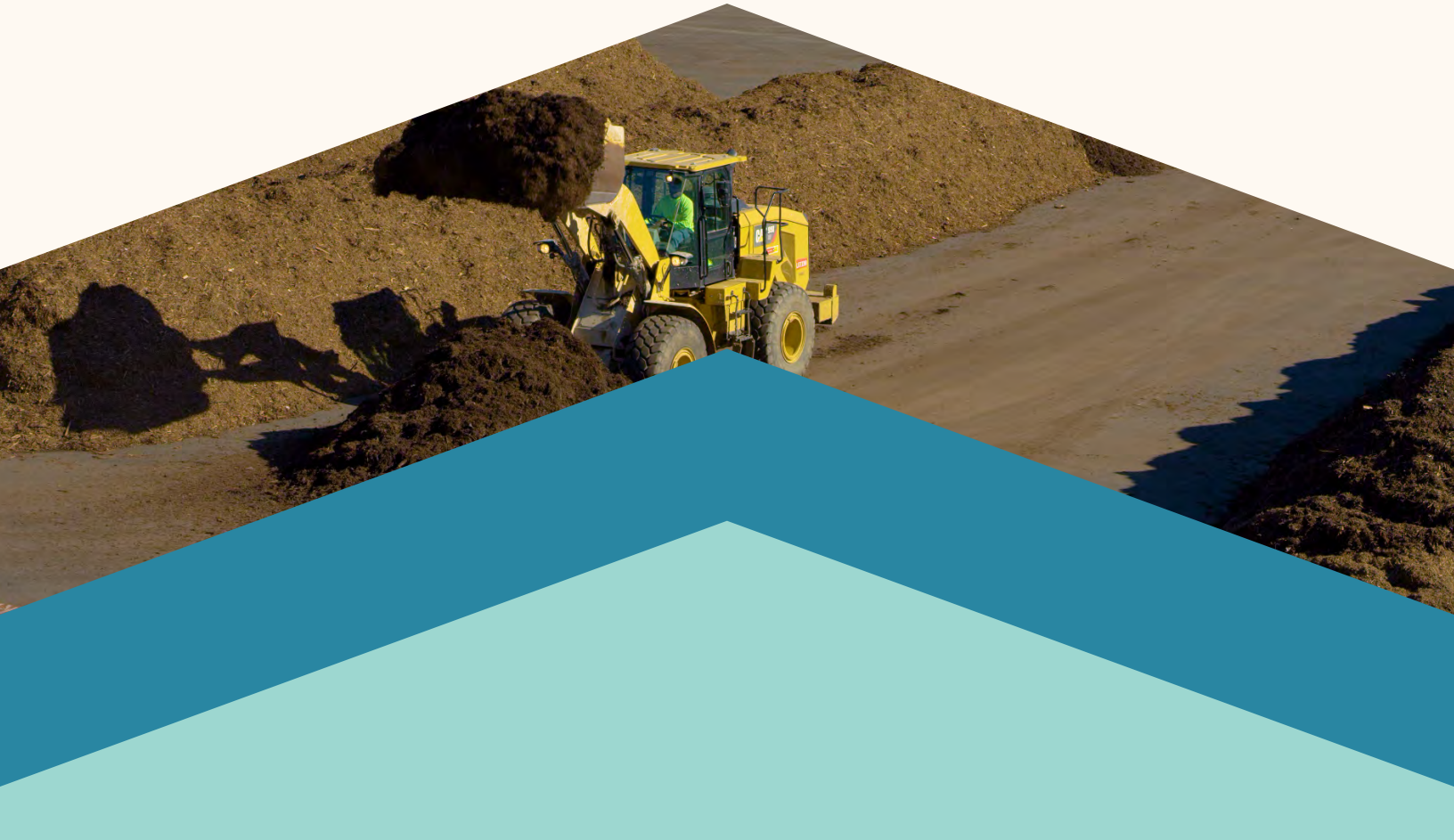
# DECEMBER



- ▶ Yorba Linda City Councilmember Beth Haney elected chair of the OC Waste Management Commission for 2021; Aliso Viejo Councilmember Dave Harrington elected vice chair.

# TEN-YEAR FINANCIAL FORECAST

2020 ANNUAL REPORT OC WASTE & RECYCLING



# HIGHLIGHTS OF TEN-YEAR FINANCIAL FORECAST

OC Waste & Recycling (OCWR) is responsible for the administration and management of Orange County's solid waste disposal system. The Department is structured as an enterprise fund and is primarily supported by revenues from disposal fees that are charged to customers. OC Waste & Recycling receives no tax revenues or County General Fund contributions to support its operations.

OCWR has actively pursued ways to expand its service and core functions by exploring new technologies and alternatives in waste management, in addition to converting landfill gas into beneficial sources of energy. The Department continues working toward a future focused on increased recycling resource recovery and renewable energy. Although landfilling remains an essential public service, OCWR recognizes the need to evolve along with new legislation that is creating the need for additional infrastructure as well as keep pace with technology and environmental demands to broaden its waste management services.

The 10-Year Financial Forecast included in this Annual Report is for the period of FY 2020/21 through FY 2029/30. The projected tonnage anticipates a trend of lower tonnage due to impacts of legislation that requires increased diversion and industry-transforming organic waste management. A revised permit for extension of Olinda Alpha Landfill operation to December 30, 2036 is being reviewed by the Local Enforcement Agency (LEA).

Forecasted system revenues reflect a significant decrease in tonnage revenue after waste importation ends on June 30, 2025 per the term of Amendment No. 1 to the Waste Disposal Agreements. Projects are an increase in revenue from renewable energy sources and rent collected from the use of OCWR properties. Net importation revenue sharing to the County is expected to be in the range of more than \$7 million a year, with the same amount going to Orange County cities (Table B. Forecasted System Revenues).

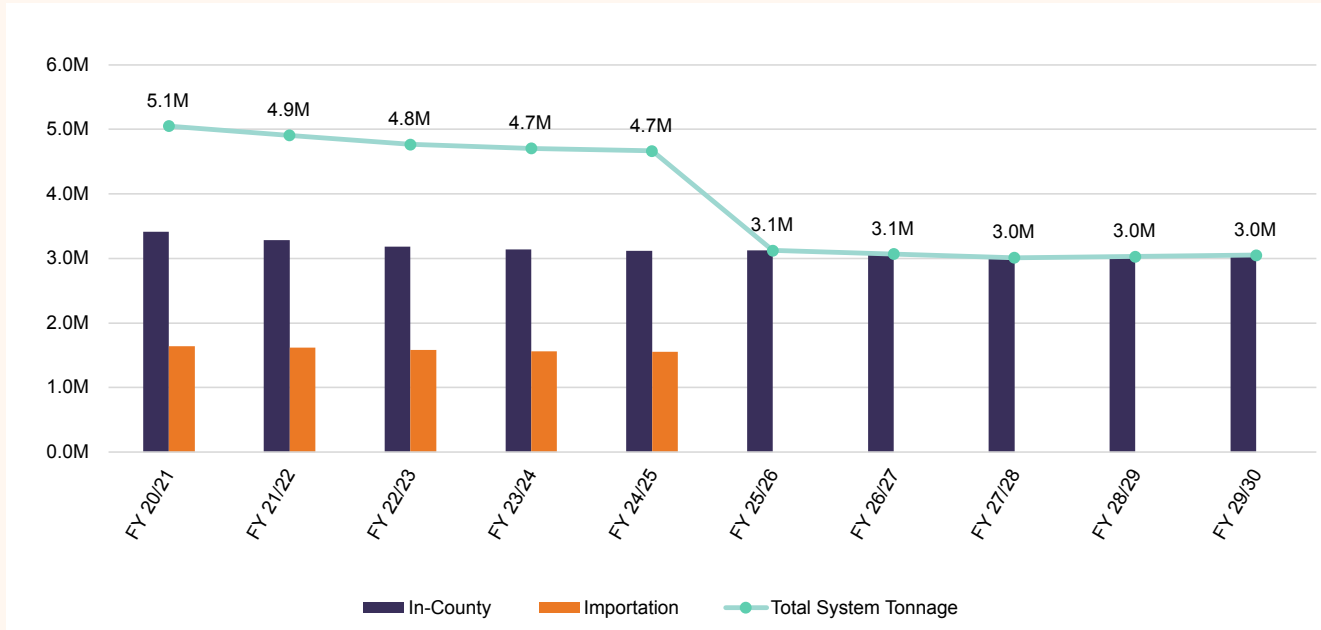
Forecasted system expenses include significant capital project costs related to the future development of the landfill system, costs for infrastructure components rebuilt due to damages sustained from the Silverado Fire in October 2020, and construction costs of renewable energy plants (Table C. Forecasted System Expenses). Expenses are projected to be higher than revenues in the years with large capital projects (CHART 2). OCWR will strategically utilize reserves, maximize operational efficiencies, monitor expenditures, and capitalize on projected revenue inflow from renewable energy projects to decrease the shortfall.

The schedule following CHART 1 and CHART 2 provides a two-year summary of audited financial data for fiscal years ending June 30, 2020 and 2019, respectively. In addition, detailed schedules for tonnage, revenues, expenses, cash balances and accrued closure and post-closure liabilities for the 10-year forecast period are presented in Exhibits A through G.



## SYSTEM TONNAGE (IN MILLIONS)

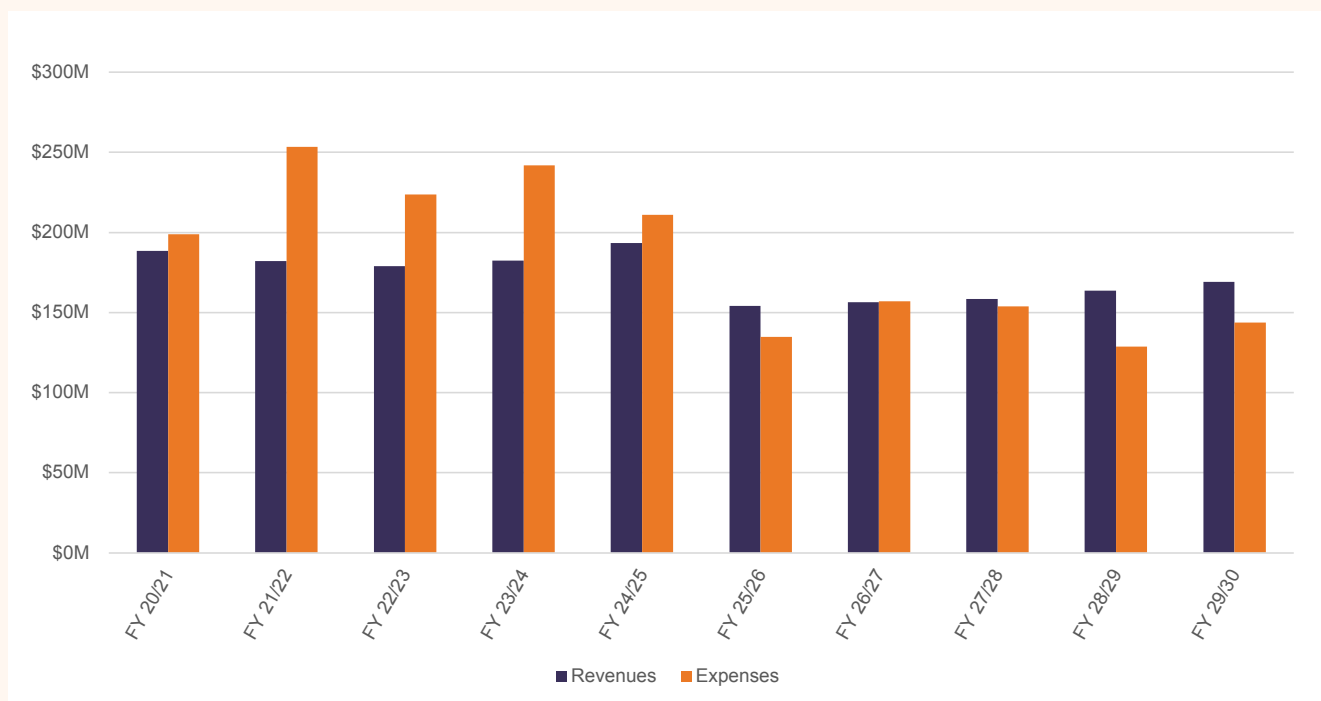
CHART 1



## SYSTEM FINANCIAL PROJECTIONS (IN MILLIONS)

FUNDS 273, 295 AND 299

CHART 2



## TONNAGE & AUDITED FINANCIAL DATA FOR FISCAL YEARS ENDING JUNE 30, 2020 & 2019

### Disposal Waste Tonnage [1]

	6/30/2020	6/30/2019
In-County	3,325,884	3,231,764
Importation	1,847,630	1,916,630
Total System Tonnage	5,173,514	5,148,394

### Statements of Revenues, Expenses and Changes in Fund Net Position For the Years Ended June 30, 2020 & 2019 [2]

	6/30/2020	6/30/2019
Total Revenues	\$ 193,645,323	\$ 189,300,779
Total Expenses	\$ 141,113,551	\$ 137,709,803
Change in Net Position	\$ 52,531,772	\$ 51,590,976

### Cash Balances

[3]

[3]

	6/30/2020	6/30/2019
Enterprise/Operating Fund	\$ 240,373,944	\$ 201,756,489
Capital Project Fund	\$ 36,368,087	\$ 27,754,473
Corrective Action Escrow Fund	\$ 8,796,318	\$ 8,572,051
Environmental Reserve Fund	\$ 62,079,880	\$ 60,534,218
Deferred Payment Security Deposits Fund	\$ 851,660	\$ 791,182
Habitat Mitigation Escrow Funds	\$ 983,289	\$ 983,289

### Accrued Closure and Postclosure

[3]

[3]

	6/30/2020	6/30/2019
Landfill Closure Liabilities	\$ 70,158,517	\$ 67,141,007
Landfill Postclosure Liabilities	\$ 114,222,626	\$ 112,616,301
Escrow Funds (Closure) Cash Balance	\$ 94,957,465	\$ 92,536,475
Landfill Postclosure Cash Balance	\$ 146,042,589	\$ 130,547,937

[1] Source: Disposal Reporting System (DRS) Monthly Tonnage Reports.

[2] Source: OC Waste & Recycling 2020 Audited Financial Statements and Trial Balance (Eide Bailly LLP - Certified Public Accountants).  
OC Waste & Recycling 2019 Audited Financial Statements and Trial Balance (Eide Bailly LLP - Certified Public Accountants).

[3] Source: 2nd Close Figures obtained from County financial system reports.  
2nd Close Figures include adjustments and reclassifications to the General Ledger subsequent to the official June 30 year-end close.

## A. FORECASTED SYSTEM TONNAGE

Description	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Frank R. Bowerman Landfill	1,508,402	1,587,926	1,537,701	1,517,511	1,505,404
Olinda Alpha Landfill	1,305,914	1,219,249	1,180,685	1,165,183	1,155,887
Prima Deshecha Landfill	599,144	479,800	464,624	458,524	454,866
<b>Total In-County Tonnage</b>	<b>3,413,460</b>	<b>3,286,975</b>	<b>3,183,010</b>	<b>3,141,218</b>	<b>3,116,157</b>
Frank R. Bowerman Landfill	670,041	692,601	676,345	667,465	662,140
Olinda Alpha Landfill	843,086	811,408	792,363	781,960	775,721
Prima Deshecha Landfill	126,870	118,099	115,327	113,813	112,905
<b>Total Imported Tonnage</b>	<b>1,639,997</b>	<b>1,622,108</b>	<b>1,584,035</b>	<b>1,563,238</b>	<b>1,550,766</b>
<b>Total System Tonnage</b>	<b>5,053,457</b>	<b>4,909,083</b>	<b>4,767,045</b>	<b>4,704,456</b>	<b>4,666,923</b>

Description	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Frank R. Bowerman Landfill	1,509,742	1,482,865	1,562,380	1,464,601	1,473,357
Olinda Alpha Landfill	1,159,218	1,138,581	1,011,404	1,124,558	1,131,281 <sup>[1]</sup>
Prima Deshecha Landfill	456,177	448,056	439,910	442,538	445,184
<b>Total In-County Tonnage</b>	<b>3,125,137</b>	<b>3,069,502</b>	<b>3,013,694</b>	<b>3,031,697</b>	<b>3,049,822</b>
Frank R. Bowerman Landfill	0	0	0	0	0
Olinda Alpha Landfill	0	0	0	0	0
Prima Deshecha Landfill	0	0	0	0	0
<b>Total Imported Tonnage</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total System Tonnage</b>	<b>3,125,137</b>	<b>3,069,502</b>	<b>3,013,694</b>	<b>3,031,697</b>	<b>3,049,822</b>

[1] Olinda Alpha Landfill is projected to fill by FY 2035/36.



## B. FORECASTED SYSTEM REVENUES

Description	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Fund 299 Enterprise / Operating - Total Revenues	\$ 140,374,313	\$ 134,931,639	\$ 130,716,797	\$ 132,911,158 <sup>[2]</sup>	\$ 142,935,577
Fund 273 Capital Project / Operating - Total Revenues <sup>[1]</sup>	\$ 208,692	\$ 400,000	\$ 928,205	\$ 1,153,039	\$ 638,472 <sup>[1]</sup>
Fund 295 Importation Revenue Sharing - Total Revenues	\$ 47,805,900	\$ 46,668,047	\$ 47,258,876	\$ 48,410,668	\$ 49,849,36 <sup>[3]</sup>
<b>Total Projected Revenues</b>	<b>\$ 188,388,905</b>	<b>\$ 181,999,686</b>	<b>\$ 178,903,878</b>	<b>\$ 182,474,865</b>	<b>\$ 193,423,410</b>

Description	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Fund 299 Enterprise / Operating - Total Revenues	\$ 153,668,050	\$ 156,137,298	\$ 157,940,564	\$ 163,109,014	\$ 168,832,991
Fund 273 Capital Project / Operating - Total Revenues <sup>[1]</sup>	\$ 543,091	\$ 342,693	\$ 433,589	\$ 426,469	\$ 343,858 <sup>[1]</sup>
Fund 295 Importation Revenue Sharing - Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Projected Revenues</b>	<b>\$ 154,211,141</b>	<b>\$ 156,479,991</b>	<b>\$ 158,374,153</b>	<b>\$ 163,535,482</b>	<b>\$ 169,176,849</b>

[1] Interest earnings is the only revenue generated by Fund 273.

[2] Fund 299 Total Revenue is projected to include a \$13 million revenue a year from the newly constructed renewable energy facilities at the Prima Deschecha landfill, starting January 2025.

[3] Importation is scheduled to end by 06/30/2025.

## C. FORECASTED SYSTEM EXPENSES

System Expenses by Fund	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Fund 299 Enterprise/ Operating	\$ 151,627,872	\$ 172,877,480	\$ 140,921,257	\$ 139,456,208	\$ 134,436,033
Fund 273 Capital Project/ Operating	\$ 28,237,731	\$ 61,764,332	\$ 67,080,000	\$ 85,300,000	\$ 59,550,000
Fund 295 Importation Revenue Sharing	\$ 19,097,760	\$ 18,704,527	\$ 18,771,364	\$ 19,056,591	\$ 19,452,030 <sup>[1]</sup>
<b>Total System Expenses</b>	<b>\$ 198,963,363</b>	<b>\$ 253,346,339</b>	<b>\$ 226,772,621</b>	<b>\$ 243,812,799</b>	<b>\$ 213,438,062</b>

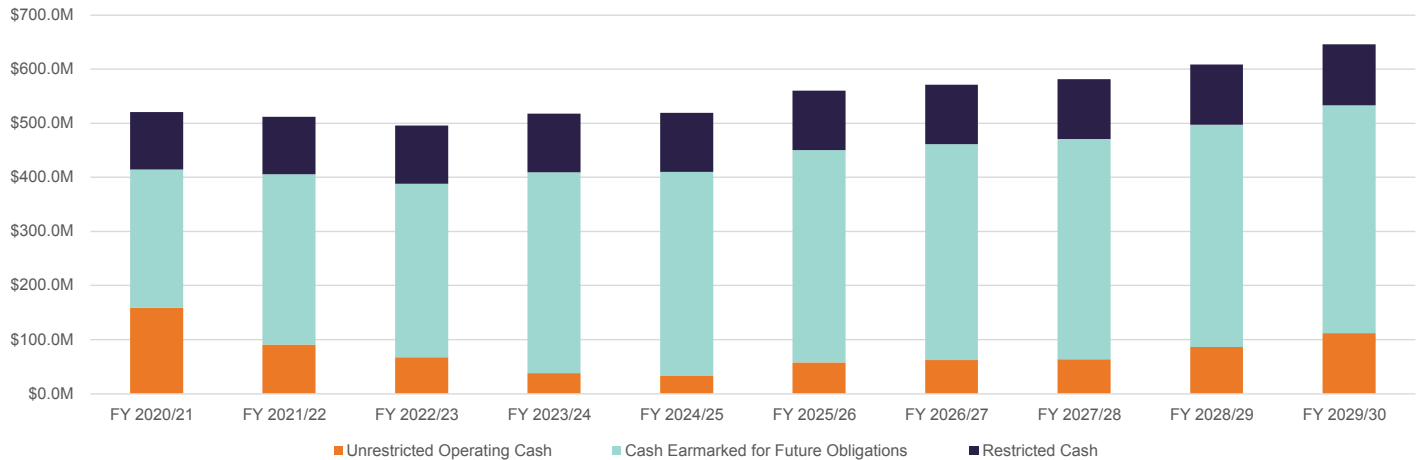
System Expenses by Fund	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Fund 299 Enterprise/ Operating	\$ 130,615,773	\$ 132,627,938	\$ 133,358,480	\$ 129,996,964	\$ 127,562,556
Fund 273 Capital Project/ Operating	\$ 9,250,000	\$ 29,260,000	\$ 25,500,000	\$ 3,800,000	\$ 21,080,000
Fund 295 Importation Revenue Sharing	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total System Expenses</b>	<b>\$ 139,865,773</b>	<b>\$ 161,887,938</b>	<b>\$ 158,858,480</b>	<b>\$ 133,796,964</b>	<b>\$ 148,642,556</b>

[1] Fund 295 Importation Revenue Sharing's expenses include Net Revenue Sharing to County & Cities, Host Fees and Special Tax for importation tonnage.

[2] Capital project expenditures are high during the period of FY 2021/22 to FY 2024/25 due to major landfill development projects and construction of the renewable energy facilities.

## D. FORECASTED CASH BALANCES

### CASH BALANCES



#### Ending Cash Balances

		FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Fund 299	OCWR Operating Fund	\$112.6M	\$33.1M	\$23.1M	\$6.3M	\$6.7M
Fund 273	Capital Project Fund	\$46.4M	\$57.7M	\$44.3M	\$31.9M	\$27.2M
<b>Total Unrestricted Operating Cash</b>		<b>\$159.0M</b>	<b>\$90.8M</b>	<b>\$67.3M</b>	<b>\$38.2M</b>	<b>\$33.8M<sup>[1]</sup></b>
Fund 299	Operating Cash Earmarked for Future Use	\$117.2M	\$136.5M	\$131.6M	\$134.3M	\$135.8M
Fund 275	Environmental Reserves Fund	\$32.4M	\$45.4M <sup>[2]</sup>	\$54.6M <sup>[2]</sup>	\$64.4M <sup>[2]</sup>	\$65.4M
Fund 279	Postclosure Maintenance Fund	\$105.9M	\$132.6M	\$134.6M	\$172.6M	\$175.2M
<b>Total Cash Earmarked for Future Obligations</b>		<b>\$255.5M</b>	<b>\$314.5M</b>	<b>\$320.9M</b>	<b>\$371.3M</b>	<b>\$376.4M</b>
Fund 276	Deferred Payment Security Deposits	\$0.9M	\$0.8M	\$0.8M	\$0.8M	\$0.8M
Fund 274	Corrective Action Escrow Fund	\$8.8M	\$8.9M	\$9.0M	\$9.0M	\$9.1M
Fund 288	FRB Landfill Wetland & Agua Chion Wash Riparian Escrow Fund	\$0.9M	\$0.9M	\$0.9M	\$0.9M	\$0.9M
Fund 286	Olinda Alpha Closure Escrow Fund	\$41.9M	\$42.2M	\$42.5M	\$42.9M	\$43.2M
Fund 284	Frank R. Bowerman Closure Escrow Fund	\$31.4M	\$31.7M	\$31.9M	\$32.2M	\$32.4M
Fund 287	Prima Deshecha Closure Escrow Fund	\$22.1M	\$22.3M	\$22.5M	\$22.7M	\$22.8M
<b>Total Restricted Cash</b>		<b>\$106.1M</b>	<b>\$106.8M</b>	<b>\$107.6M</b>	<b>\$108.4M</b>	<b>\$109.2M</b>
<b>Total Fiscal Year End Cash Balances</b>		<b>\$520.6M</b>	<b>\$512.2M</b>	<b>\$495.8M</b>	<b>\$517.9M</b>	<b>\$519.4M</b>



## D. FORECASTED CASH BALANCES

### CASH BALANCES

Ending Cash Balances		FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Fund 299	OCWR Operating Fund	\$41.0M	\$40.8M	\$42.5M	\$68.9M	\$91.1M
Fund 273	Capital Project Fund	\$17.1M	\$21.7M	\$21.3M	\$17.2M	\$21.2M
<b>Total Unrestricted Operating Cash</b>		<b>\$58.2M</b>	<b>\$62.4M</b>	<b>\$63.8M</b>	<b>\$86.1M</b>	<b>\$112.3M</b>
Fund 299	Operating Cash Earmarked for Future Use	\$147.7M	\$151.1M	\$155.2M	\$158.4M	\$161.8M
Fund 275	Environmental Reserves Fund	\$66.4M	\$67.4M	\$68.4M	\$69.4M	\$70.4M
Fund 279	Postclosure Maintenance Fund	\$177.8M	\$180.5M	\$183.2M	\$183.2M	\$188.8M
<b>Total Cash Earmarked for Future Obligations</b>		<b>\$391.9M</b>	<b>\$398.9M</b>	<b>\$406.8M</b>	<b>\$411.1M</b>	<b>\$421.0M</b>
Fund 276	Deferred Payment Security Deposits	\$0.8M	\$0.8M	\$0.8M	\$0.8M	\$0.8M
Fund 274	Corrective Action Escrow Fund	\$9.2M	\$9.3M	\$9.3M	\$9.4M	\$9.5M
Fund 288	FRB Landfill Wetland & Agua Chi-non Wash Riparian Escrow Fund	\$0.9M <sup>[3]</sup>	-	-	-	-
Fund 286	Olinda Alpha Closure Escrow Fund	\$43.5M	\$43.8M	\$44.2M	\$44.5M	\$44.8M
Fund 284	Frank R. Bowerman Closure Escrow Fund	\$32.7M	\$32.9M	\$33.1M	\$33.4M	\$33.6M
Fund 287	Prima Deshecha Closure Escrow Fund	\$23.0M	\$23.2M	\$23.3M	\$23.5M	\$23.7M
<b>Total Restricted Cash</b>		<b>\$110.0M</b>	<b>\$109.9M</b>	<b>\$110.8M</b>	<b>\$111.6M</b>	<b>\$112.4M</b>
<b>Total Fiscal Year End Cash Balances</b>		<b>\$560.1M</b>	<b>\$571.3M</b>	<b>\$581.4M</b>	<b>\$608.7M</b>	<b>\$645.7M</b>

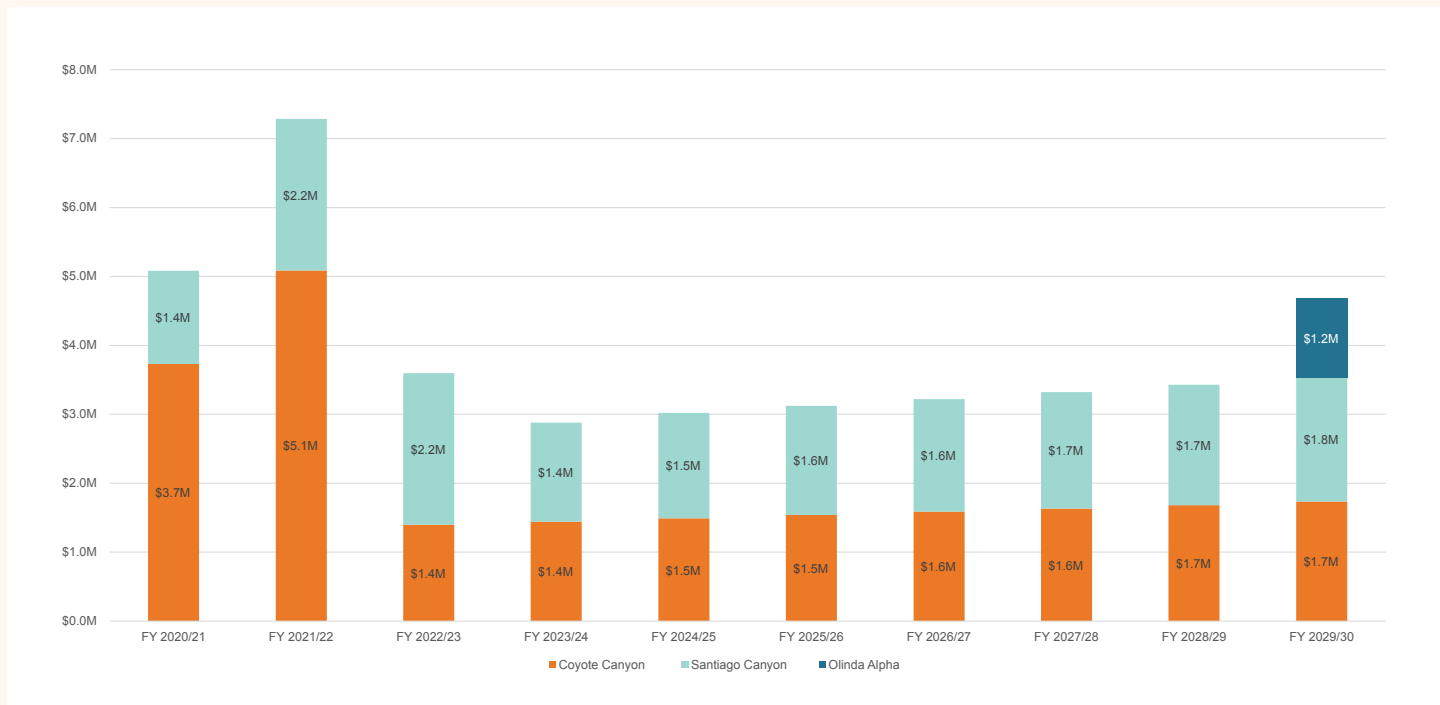
[1] Unrestricted Operating Cash Balance decreases in years with large capital projects.

[2] Fund 275 Cash balance's decrease in FY 2020/21 is due to borrowing from other County departments, which will be paid back in following years.

[3] Per the agreement with the California Department of Fish and Game for habitat mitigation, requirement is estimated to end in FY 2025/26.

## E. LANDFILL POSTCLOSURE MAINTENANCE FUND

### ANNUAL POSTCLOSURE MAINTENANCE EXPENDITURES



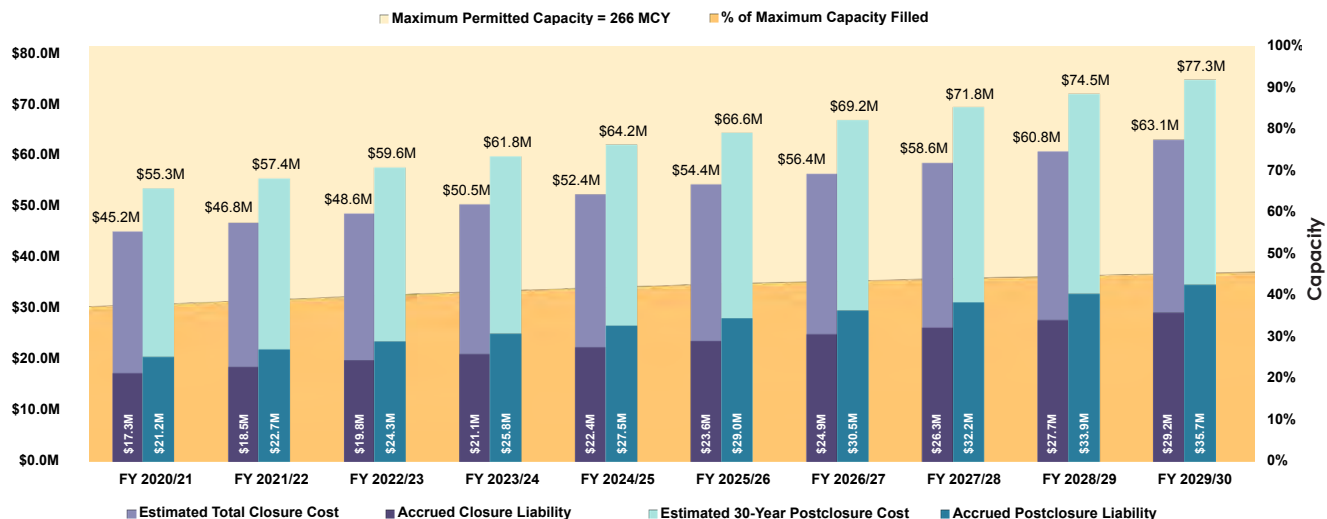
[1] Coyote closed site: FY 2020/21 and FY 2021/22 include the replacement of the Coyote Canyon landfill gas system.

[2] Santiago closed site: FY 2020/21 and FY 2021/22 include the road repairs project for the Santiago landfill.

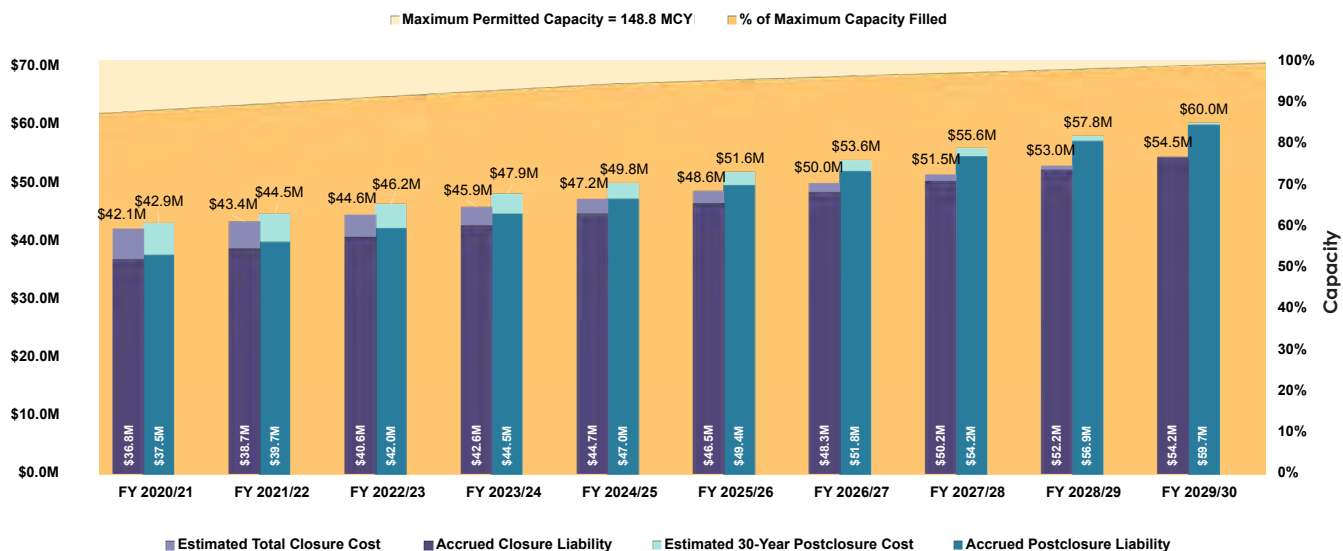
[3] Olinda Alpha Landfill is projected to prepare its 30-year postclosure maintenance period in FY 2029/30.

## F. LANDFILL CLOSURE AND POSTCLOSURE LIABILITIES

**Frank R. Bowerman Landfill Closure and Postclosure Liabilities**



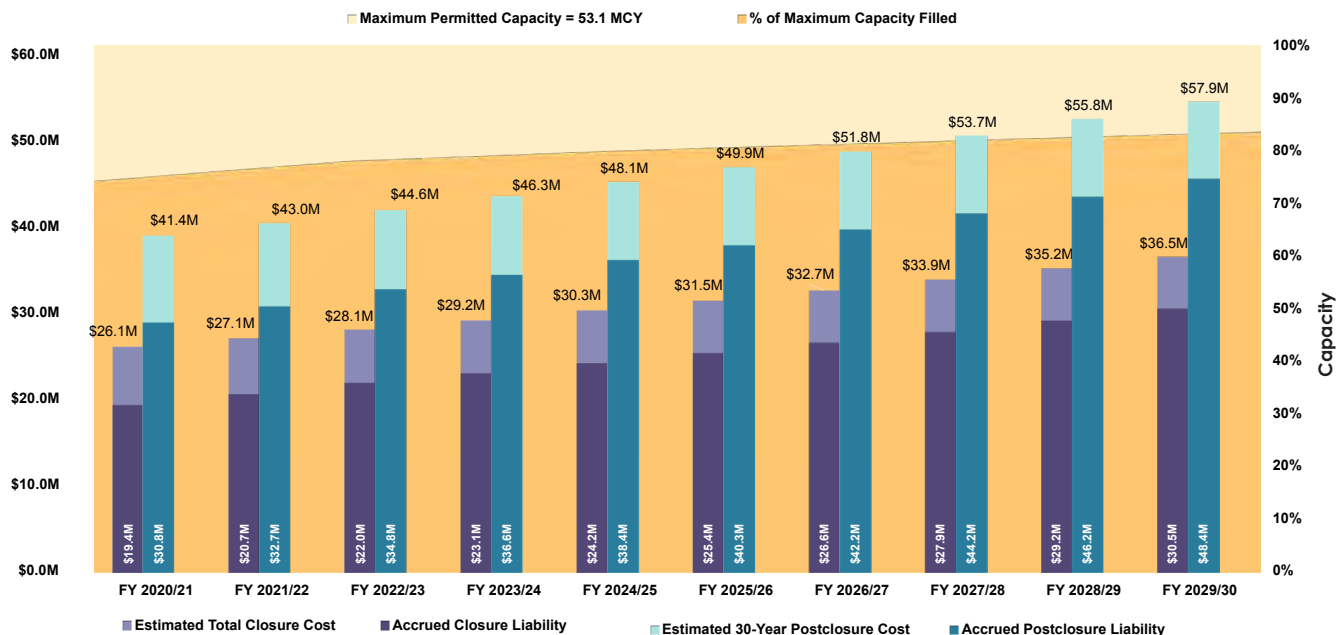
**Olinda Alpha Landfill Closure and Postclosure Liabilities**



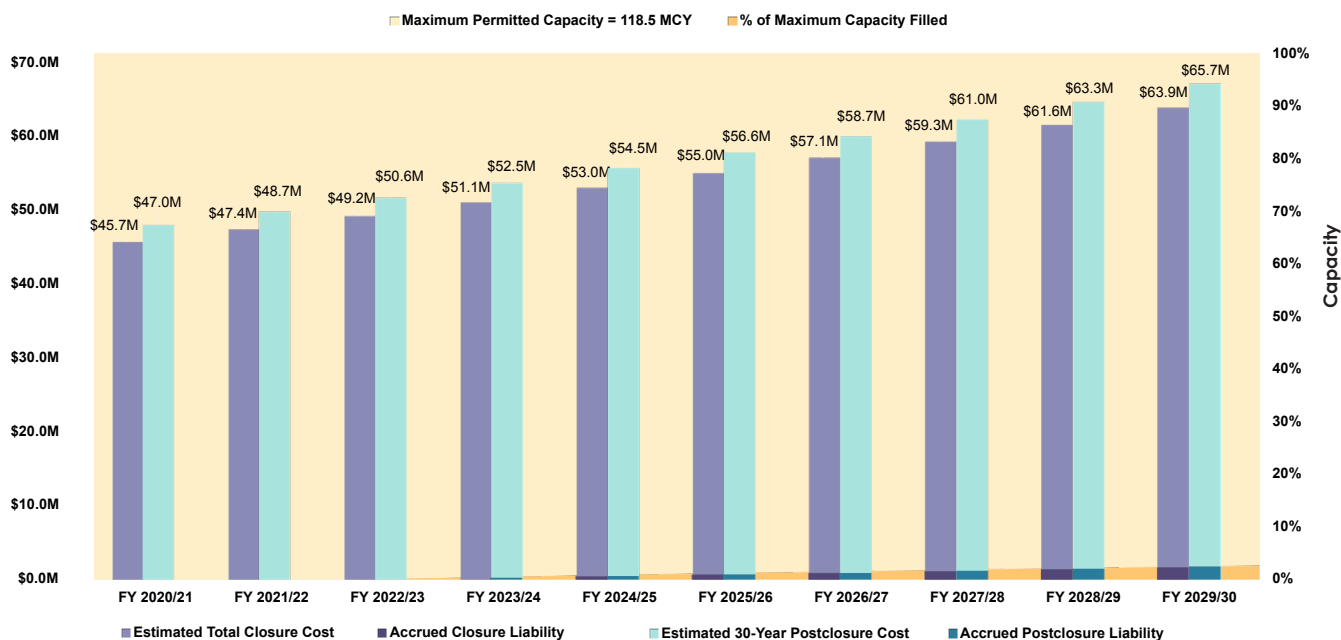


## F. LANDFILL CLOSURE AND POSTCLOSURE LIABILITIES

Prima Deshecha Landfill - Zone 1 Closure and Postclosure Liabilities



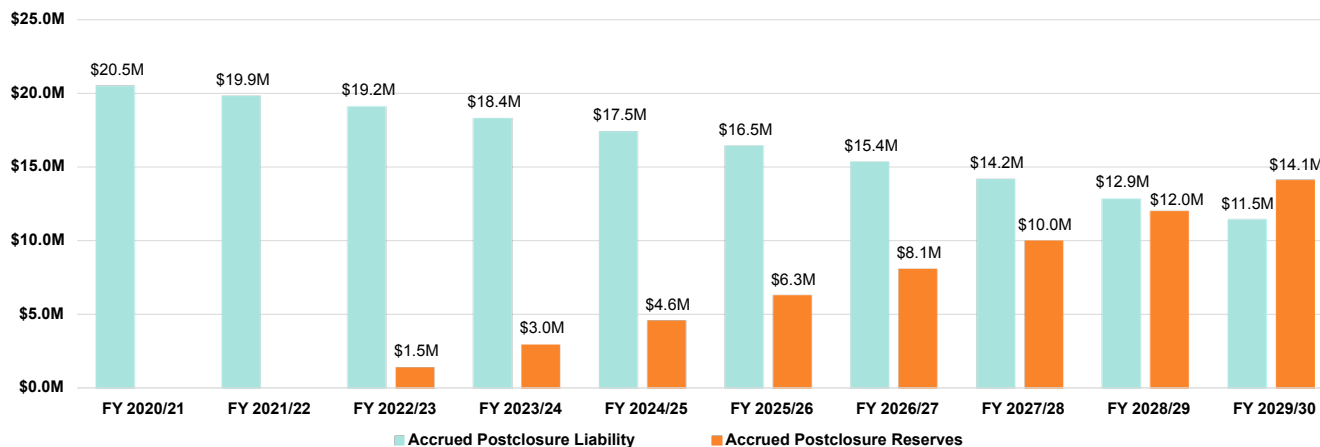
Prima Deshecha Landfill - Zone 4 Closure and Postclosure Liabilities



Prima Deshecha Landfill Zone 4 is estimated to start accepting waste in last quarter of FY 2023/24. Accrued liabilities are required when waste is accepted.

## G. CLOSED LANDFILL POSTCLOSURE LIABILITIES & RESERVES

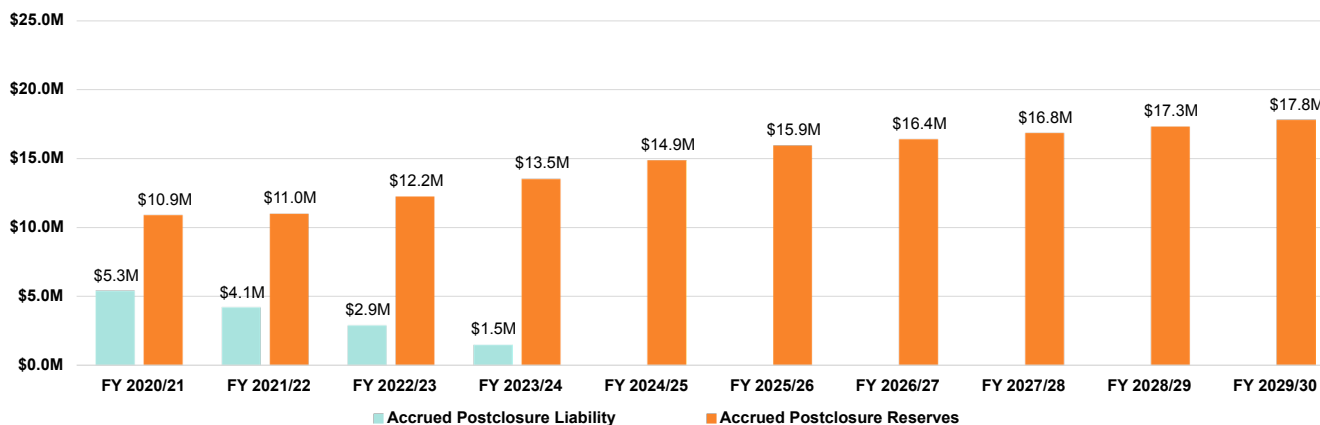
### SANTIAGO CANYON POSTCLOSURE LIABILITY AND RESERVES



Effective FY 2015/16 OCWR maintains reserves equal to 15 years of the annual postclosure maintenance cost estimates for each closed site that has been in its postclosure phase longer than 15 years.

Santiago Canyon reaches its 15th year of postclosure in FY 2021/22.

### COYOTE CANYON POSTCLOSURE LIABILITY AND RESERVES



In FY 2024/25 Coyote Canyon Landfill will complete its 30-year postclosure period. GASB 18 postclosure liability is no longer required.

Effective FY 2015/16 OCWR maintains reserves equal to 15 years of the annual postclosure maintenance cost estimates for each closed site that has been in its postclosure phase longer than 15 years.