



FY 2020

**Operating & Capital
Budgets**

July 1, 2019

Southeastern Public Service Authority

723 Woodlake Drive

Chesapeake, Virginia 23320

757.420.4700

Website: spsa.com

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Southeastern Public Service Authority Board of Directors

Appointed by Governor

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City of Franklin	Ms. Sheryl Raulston
Isle of Wight County	Mr. Dale E. Baugh
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City of Portsmouth	Ms. Erin K. Trimyer, P.E.
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City of Suffolk	Mr. D. Scott Mills
City of Virginia Beach	Mr. Bobby Wheeler

Executive Staff

Liesl R. DeVary, Executive Director
Dennis L. Bagley, Deputy Executive Director

How to Use the Budget Document

This document represents the Authority's fiscal year budget covering the period July 1, 2018 through June 30, 2019. It is intended to assist readers in gaining an understanding of how the Authority's budget is organized and presented. It also serves as a financial plan and communications device. The document contains the following sections.

Introduction

This section contains the Budget Message that provides an overview of the entire budget and highlights budget strategies and major factors that affect revenue and expenses. A budget calendar and organizational chart is also provided.

Budget Summary

This section provides a summary of the overall budget and includes graphs, tables and charts to illustrate the various components of the budget. The upcoming fiscal year's Fee Schedule is included.

Revenue Detail and Trends

This section includes a revenue analysis illustrating trends and forecasts and a description of each revenue line item.

Expense Detail and Trends

This section provides the detail of the operating budgets by cost center.

Strategic Operating Plan

This section describes and outlines SPSA's operations and responsibilities as it pertains to the region's solid waste disposal system.

Capital Improvement / Equipment Replacement

This section provides a schedule of capital improvements and equipment replacement necessary to maintain the Authority's solid waste system.

Projected Future Tipping Fees

This section provides the future projected tipping fees based on certain assumptions.

Appendix

This section includes a schedule of the full time equivalent of employees by cost center, a historical schedule of Fees and Charges for Solid Waste Disposal, the Authority's Pay Plan, and a historical schedule of tonnage received at the transfer stations and refuse derived fuel (RDF) plant and the Authority's Financial Policies.

Contact Information

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723 Woodlake Drive, Chesapeake, VA 23320

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Introduction

IN THIS SECTION:

- Budget Message
- About the Southeastern Public Service Authority
- Map of SPSA Facilities
- Budget Calendar
- Organization Chart

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Budget Message

We are pleased to present the Southeastern Public Service Authority's (SPSA) Operating & Capital Budgets for the fiscal year beginning July 1, 2019 in a "balanced" format.

- Total Budget: \$43,347,212;
- Increased 4.3% or approximately \$1,775,023 explained in more detail below;
- The municipal tipping fee will be reduced from \$62 per ton to \$57 per ton effective July 1, 2019.

SPSA's core business continues to be the disposal of municipal waste collected at nine transfer stations. Additionally, SPSA operates the regional landfill located in the City of Suffolk, a fleet maintenance facility, a household hazardous waste program, a tire processing facility and a white goods program with a staff of 138.5 full time equivalent (FTE) positions.

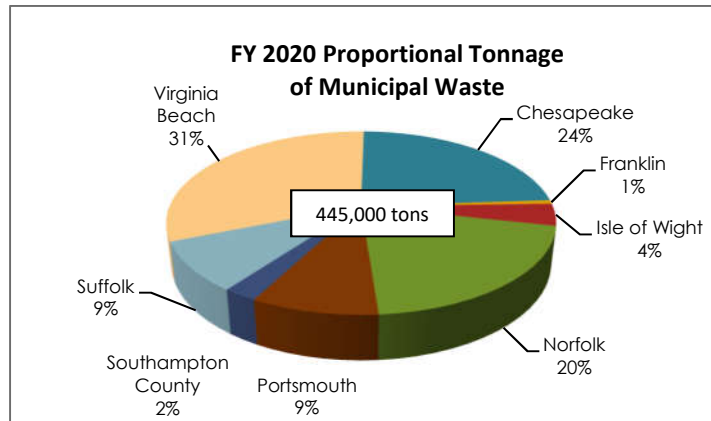
Revenues

Tipping Fees are the primary source of revenue in the amount of \$41,631,237 or approximately 96% of the total budget. The tipping fees are comprised of municipal waste, waste received from the Navy, construction and demolition debris, other types of waste such as sludge, soils, fines etc., contract waste, non-contract waste and fees for ash disposal. Total municipal tipping fees are projected at \$25.4 million as compared to \$25.8 million budgeted in fiscal year 2019. The reduction in the municipal tip fee is due to increased municipal waste tons, Navy waste, contract waste and a new Waste Disposal and Services Agreement (WDSA) with Wheelabrator Portsmouth, Inc. (WPI). Tipping fees from other sources have diversified revenue such as tipping fees from the U.S. Navy is projected at approximately \$1.3 million. Contract and non-contract waste tipping fees are projected at approximately \$9.5 million and tip fees received for ash disposal is projected at \$4.25 million. Tipping fees for waste delivered directly to the Regional Landfill, such as construction and demolition debris and sludge from the City of Norfolk Water Treatment Plant are projected at \$1.15 million.

A "tipping fee", also referred to as a "gate rate" is generally a fee levied to dump waste directly at a landfill or waste to energy facility and most often does not include the use of a transfer station and the subsequent costs to transport the waste from the transfer station to the disposal facility. The waste industry typically compares tipping fees; however, SPSA's tipping fee is comprised of much more than a gate rate. SPSA's tipping fee is the aggregate cost to maintain and operate nine transfer stations, a large transportation network, a landfill, a fleet maintenance shop, administration and it includes a fee for waste disposal at a privately-owned waste to energy facility. In SPSA's thirty-five years in business, a comparable tipping fee, or similar network of operation, has yet to be found which SPSA can be compared.

Municipal Tonnages projected in fiscal year 2020 represent an increase of 28,510 tons or 7% more than the total amount budgeted in fiscal year 2019.

Charges for Environmental Services include the fees charged for the disposal of tires, household hazardous waste and white goods.



Landfill Gas Royalties have declined slightly due to reduction in methane gas produced. At this time, we are not aware of any arrangements that may increase this revenue stream.

Navy Waste disposal is projected at approximately \$1.3 million for fiscal year 2020. A new contract was executed with the U.S. Navy for a period of 1 year beginning September 1, 2018 and the contract has 4 option years.

Expenses

The expenses are categorized into three major areas: operating expenses, capital improvements and equipment replacement, and reserves for landfill expansion. Total operating expenses represent approximately 82% of the total budget or \$35.5 million and reflect an increase of approximately 9% or \$3 million as compared to the fiscal year 2019 budget. The increase is discussed below.

Personnel costs represent 21.5% of the total budget or \$9.3 million and reflect a 3.8% increase or approximately \$343,000 from the FY 2019 budget. The FY 2020 budget includes a 2.5% cost of living adjustment and an update to SPSA's Pay Plan which was last updated in January 2014. Many employees have reached their maximum point for their pay grade and filling vacancies for heavy equipment operators, transfer vehicle operators and equipment mechanics have proven difficult due to the low starting rate of pay. These positions represent 79 out of 138.5 positions and are crucial to operations. Employees will receive either a 2.5% increase in pay or a pay plan adjustment up to a maximum of \$5,000.

SPSA offers a preferred provider organization (PPO) plan versus a health maintenance organization (HMO) plan. As part of the PPO plan, employees share in more of the costs if they use the service. In addition to copayments, employees are subjected to annual deductibles and co-insurance amounts for certain services.

The PPO plan is administered through Anthem Blue Cross; however, it is managed by The Local Choice Program (TLC) which in turn is managed by the Commonwealth of Virginia Department of Human Resources Management. This is a pooled insurance program

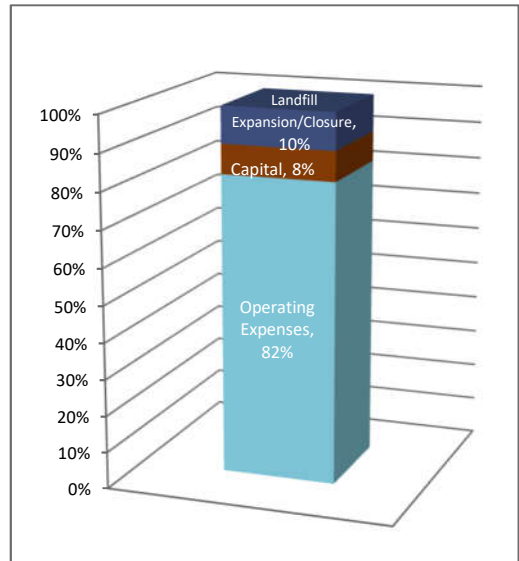
that is renewed on a fiscal year basis. The FY 2020 renewal rates reflect a 2% decrease in rates or a reduction in expenses of approximately \$35,400.

Insurance for workers compensation reflects a 4% decrease or \$8,670 in total costs. The employer contribution rate for participation in the Virginia Retirement System (VRS) remains unchanged from the prior fiscal year at 0.46% of salary and the Group Life Insurance is unchanged from 1.31% of salary. Overtime costs are projected to increase by approximately \$66,000 primarily for transportation. A summary of positions by cost center is illustrated in the Appendix.

Professional and Contracted Services reflect a net increase of 6% or \$192,789 from the prior fiscal year primarily due to increase costs associated with employee uniforms, household hazardous waste disposal and equipment and building maintenance.

Other Operating Expenses reflect an increase of 21% or \$224,228 primarily for increase costs associated with leachate treatment, employee training and road tolls.

Materials and Supplies reflect an increase of approximately \$108,055 primarily due to the cost of fuel which is budgeted at \$2.8 per gallon.



Contracted Waste Disposal includes two (2) contracts with Wheelabrator Portsmouth: the Waste Disposal & Services Agreement (WDSA) and the Waste Hauling & Disposal Contract (WHDA). The WDSA is for waste disposal at the Wheelabrator Waste to Energy Plant in Portsmouth and the WHDA is for contract waste hauled and disposed by Wheelabrator's subcontractor, MBI. The WHDA contract reflects an increase of 15% or approximately \$1.7 million due to an increase in the waste stream. The WDSA reflects an increase of 8% or approximately \$488,600 primarily due to a 3% contractual rate increase.

Capital Improvements / Equipment Replacement represent approximately 8% of the budget for a total of \$3.5 million. The fiscal year 2020 capital improvements/equipment replacement budget reflects a decrease of approximately \$2.2 million as compared to the prior fiscal year. The goal is to maintain a level budget in the amount of \$3.5 million for capital improvements and equipment replacement moving forward. Funds not used in one fiscal year will revert to a Capital Budget Reserve to be used in future years to offset any increase in projected expenses.

The general approach taken over the past nine years for capital improvements is to maintain and renovate the transfer facilities in an effort to achieve operating efficiencies. Equipment replacement has been determined based on a modified replacement schedule. A detailed projected multi-year capital improvement and equipment replacement plan is located in the Appendix.

Reserve for Landfill Closure / Expansion is for future costs associated with expanding the landfill and closing cells when a cell reaches capacity. The balance of the reserve as of June 30, 2018 was \$16,852,408. The projected cost to construct cell 7 is approximately \$30 million in today's dollars. SPSA will need approximately \$7.8 million to permit cells 8 and 9. Therefore the plan is to set aside money each year to cover future expenses and avoid the issuance of debt. The projected balance of the reserve as of June 30, 2020 is \$24 million.

Budget Highlights

The budget includes the following:

- Reduces the municipal tipping fee from \$62 per ton to \$57 per ton effective July 1, 2018;
- Reflects an increase of 4.3% or approximately \$1,775,023 from the FY 2019 budget;
- Includes a 2.5% pay increase for employees and an update to the Pay Plan;
- Projects the average price per gallon for diesel fuel at \$2.80;

Finally, we want to thank and recognize the employees of SPSA. They continue to display dedication at a high level of morale despite the ever-changing environment.

About the Southeastern Public Service Authority (SPSA)

Our History

Historically, solid waste in southeastern Virginia had been handled by the individual localities in accordance with local and state regulations. Each city or county either collected and disposed of waste within its borders or transported the collected waste to a neighboring city for disposal. Commercial and industrial waste was collected by private haulers but disposal was restricted to the community in which it was generated. Many of the communities faced the growing challenge of how to handle their waste effectively.

The local communities had already realized a need for a regional water supply system, so in 1973, they created the Southeastern Water Authority of Virginia, pursuant to the Virginia Water and Sewer Authorities Act. This organization never reached operational status as a water authority and in 1976, by agreement of the local municipalities, became the Southeastern Public Service Authority. Its responsibilities were expanded to include the implementation of a regional solid waste disposal system to include a resource recovery operation, featuring a Refuse Derived Fuel (RDF) Plant and a Power Plant.

At SPSA's inception, the organization had no staff, no funds and no facilities or equipment. Staff for the regional planning agency, the Southeastern Virginia Planning District Commission, acted as SPSA staff until 1978 when a full-time staff was employed. Initial funding was provided by \$3,000,000 of bond anticipation notes secured by four local communities.

During 1978 and 1979, design was initiated on the RDF and Power Plants. From 1979 to 1984, 30-year contracts with all eight communities were executed providing for them to deliver 95 percent of their waste to SPSA and to pay the established fees. Also during this period, the Navy, with SPSA's help, obtained a \$160 million congressional appropriation to acquire and operate the Power Plant. Additionally, transfer station sites were selected, design completed and construction started. In 1982, a 300 acre landfill site was acquired in a rural section of the city of Suffolk and construction was completed in 1985. In 1985, the Regional Landfill and the Norfolk, Chesapeake, Franklin and Portsmouth Transfer Stations became operational. The Portsmouth Transfer Station was closed in 1987 when the RDF Plant was completed.

During 1986 and 1987, additional transfer stations were opened in Southampton and Isle of Wight and the Oceana Transfer Station was acquired from the city of Virginia Beach. Construction was completed in 1987 on the RDF and Power Plants and operation of the resource recovery system began in 1988. In mid-1990 SPSA assumed operation and maintenance responsibility for the Power Plant.

During the time facilities were being constructed, operating and administrative staff were employed. Heavy equipment for the landfill and transfer stations and transfer vehicles

were acquired. Funding was provided by bond issues of \$26 million and \$107.8 million in 1984 and \$20 million in 1985.

In 1995, SPSA adopted a Vision, Mission and Values statement to give the agency a direction and a plan to continue serving the communities of southeastern Virginia into the future.

Through cutbacks in or elimination of programs, reductions in its employee base, the commitment of the 8 communities which make up SPSA to support financial reorganization, working with the various lending institutions to which the organization owed money and the sale of SPSA's largest asset, the waste to energy facilities in Portsmouth to Wheelabrator Technologies, Inc., for \$150 million to pay down debt, SPSA rose from being on the edge of insolvency to an organization with substantial cash reserve and capable of a very bright future.

Effective with the sale of the waste to energy facilities, the Authority entered into a Service Agreement with Wheelabrator Portsmouth Inc. (formerly Wheelabrator Technologies, Inc.) for solid waste disposal services through January 24, 2018. In October 2017, the Authority approved an Addendum 6 to the Service Agreement with Wheelabrator Portsmouth extending the term through January 31, 2019 (with an additional option by SPSA to extend through June 30, 2019.)

The original Use and Support Agreements with the member jurisdictions were expected to expire in January 2018. A Post 2018 Technical Committee was formed comprised of employees from each of the eight member jurisdictions, SPSA staff and staff of the Hampton Roads Planning District Commission. As a result of the meetings, the eight member jurisdictions have each adopted a resolution supporting the continued operation of SPSA post 2018 based on certain principles. In the fall of 2014, a Use and Support Agreement Committee was formed consisting of 4 members of the Authority's Board of Directors tasked with drafting a new Use and Support Agreement in consultation with the Authority's Executive Staff and legal counsel. Following several meetings and receiving of comments from each of the member jurisdictions a final form Use & Support Agreement was adopted by the Board of Directors in May 2016 and subsequently executed by all member localities. The initial term of such new Use & Support Agreements is June 30, 2027.

In order to insure long term waste disposal capacity for the Authority's members, a Good Neighbor and Host Agreement was executed with the City of Suffolk whereby certain rights and responsibilities are defined for both parties. In particular, the Authority applied for a new conditional use permit (CUP) for Cell VII at the landfill as well as requesting the rezoning of the remaining parcel. In turn, the Authority has agreed to pay the City of Suffolk a host fee of \$4 per ton for waste disposed in the landfill beginning January 25, 2018. In August 2017, the City of Suffolk approved the CUP and rezoning of the remaining parcel.

In the fall of 2014, the Authority issued a Request for Proposal (RFP) for alternate methods of waste disposal for post 2018. The Authority received 3 responses and began negotiations with each of the proposers. In May 2016, the Authority executed a Waste Disposal Agreement with RePower South where it was planned for RePower South to construct and operate a facility in Chesapeake, Virginia to accept and process the Authority's waste by reclaiming recyclable material and process the remaining waste into pellets to be burned as a substitute fuel source in coal powered plants. The Authority terminated the contract with RePower South in August 2017.

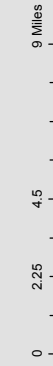
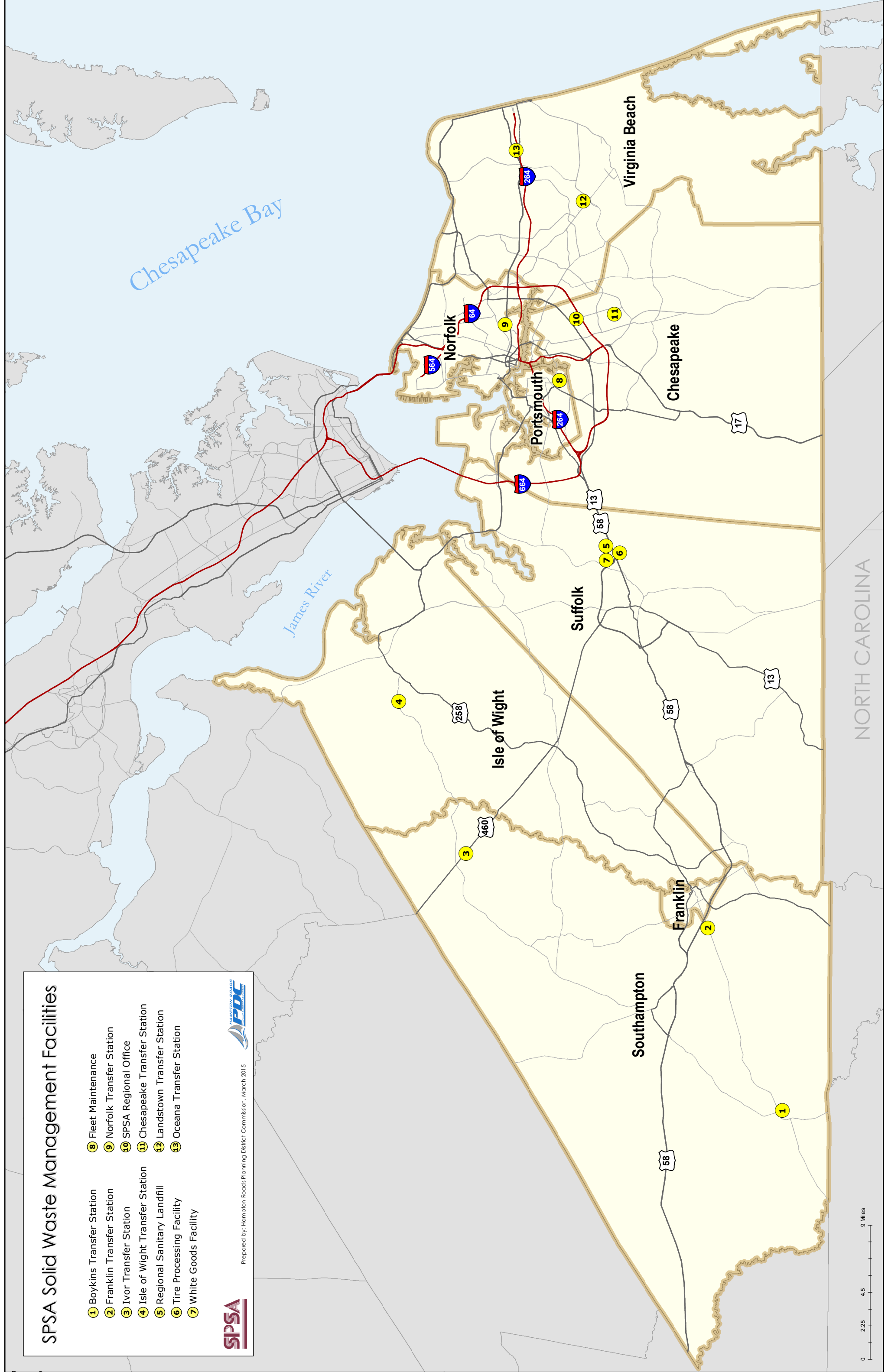
During fiscal year 2018, the Authority issued a request for proposals for alternate methods of waste disposal (versus landfilling all municipal solid waste) to begin February 1, 2019. Following extensive negotiations, a contract was awarded to Wheelabrator Portsmouth. The contract ends June 30, 2027 with the option to renew for up to two (2) five (5) year periods.

SPSA Solid Waste Management Facilities

- 1 Boykins Transfer Station
- 2 Franklin Transfer Station
- 3 Ivor Transfer Station
- 4 Isle of Wight Transfer Station
- 5 Regional Sanitary Landfill
- 6 Tire Processing Facility
- 7 White Goods Facility
- 8 Fleet Maintenance
- 9 Norfolk Transfer Station
- 10 SPSA Regional Office
- 11 Chesapeake Transfer Station
- 12 Landstown Transfer Station
- 13 Oceana Transfer Station



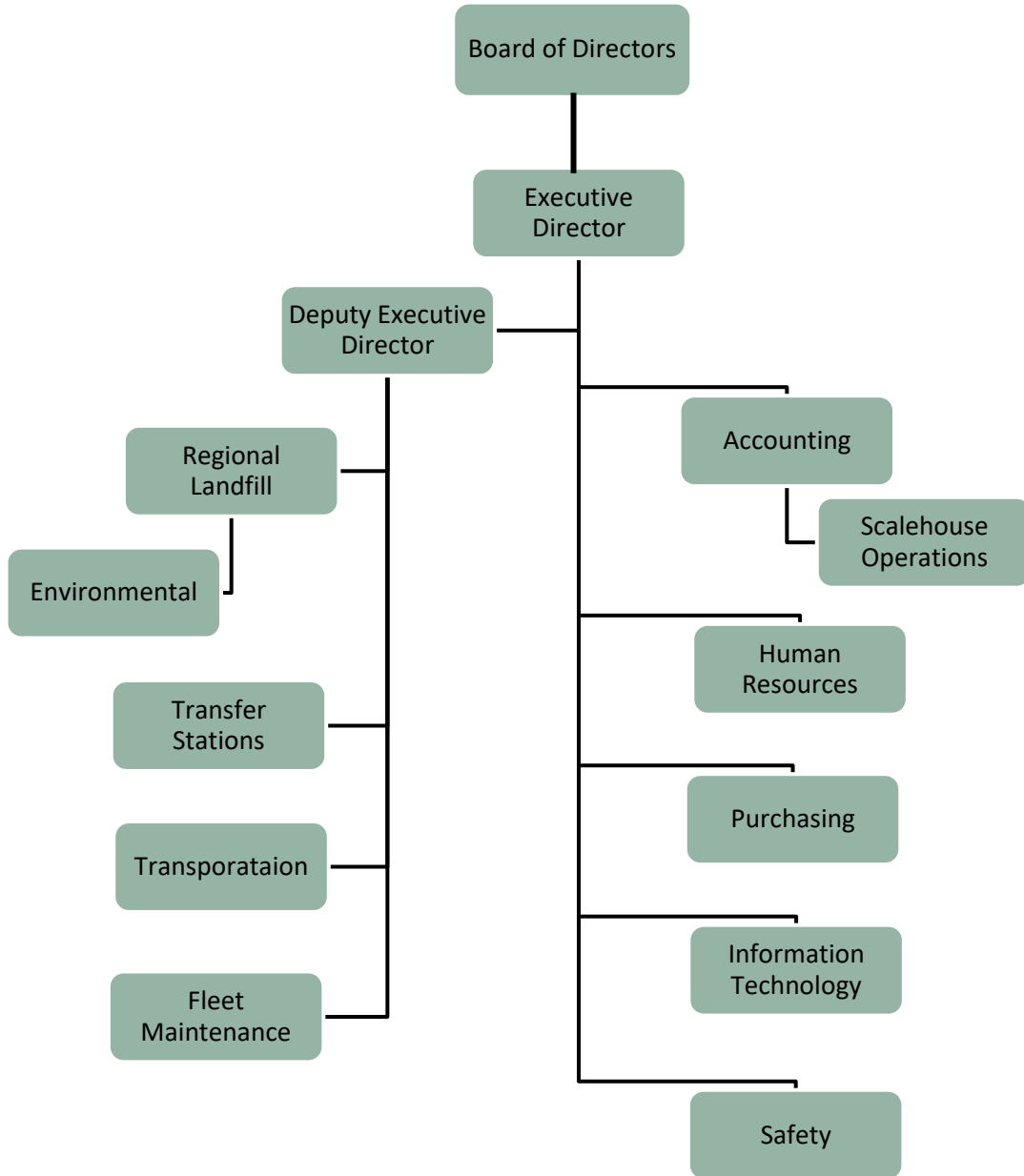
Prepared by: Hampton Roads Planning District Commission, March 2015



Budget Calendar

December 28, 2018	Budget Requests Distributed to Departments
January 31, 2019	Budget Requests Due to Administration
February 1 – March 20, 2019	Budget Discussions with Leadership Team
March 27, 2019	Present Proposed Budget to Board of Directors Set Date for Public Hearing on Fees and Charges
April 24, 2019	Public Hearing on Fees and Charges
April 24, 2019	Adoption of Operating & Capital Budgets

SPSA ORGANIZATIONAL CHART



Budget Summary

IN THIS SECTION:

- Budget Summary
- Expenses Grouped by Cost Center
- Expenses Grouped by Object Code
- Fees and Charges for Solid Waste Disposal

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Southeastern Public Service Authority (SPSA)
Operating and Capital Budget Summary

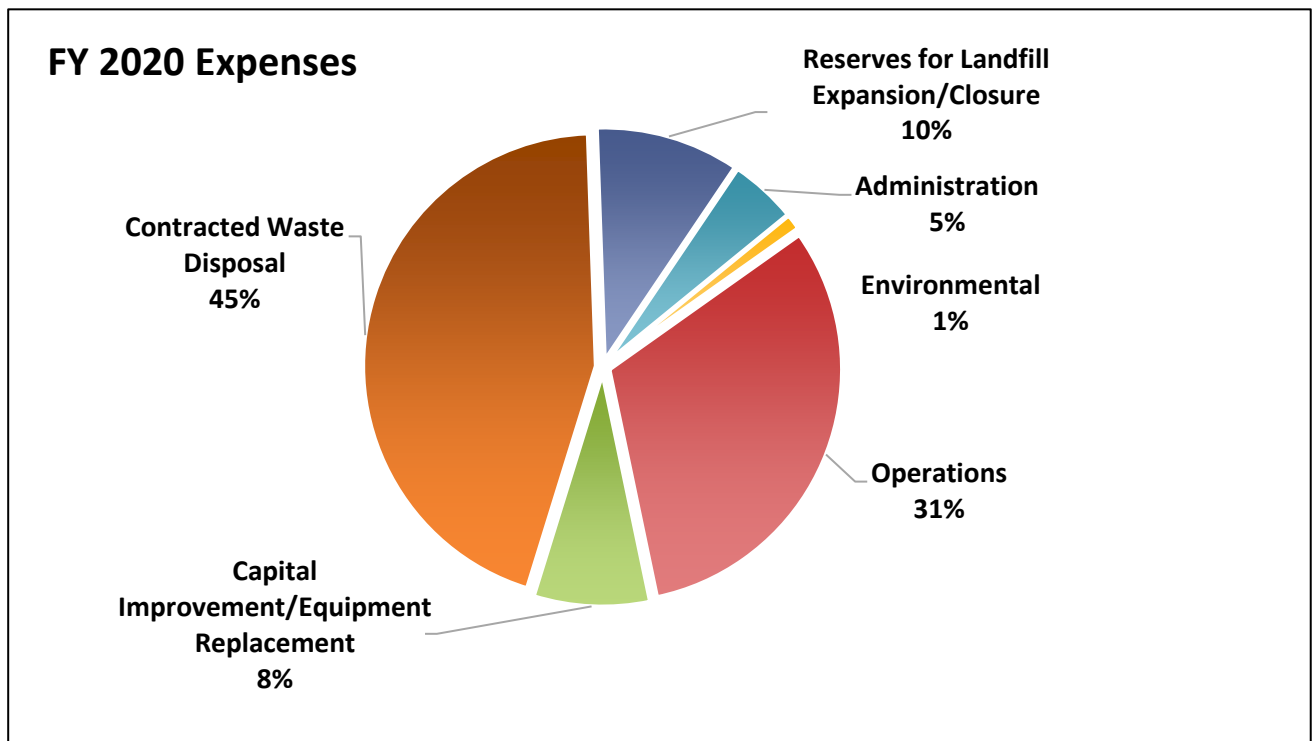
	FY 2018	FY 2019	FY 2020	%	%
Revenues:	Actual	Budget	Budget	Change	of Total
Tipping Fees	\$ 42,433,082	\$ 37,720,239	\$ 41,631,237	10%	96%
Charges for Environmental Services (See Footnote 1)	725,519	622,000	855,200	37%	2%
Landfill Gas Recovery	327,931	335,000	312,000	-7%	1%
Miscellaneous Income (See Footnote 2)	792,613	214,950	198,775	-8%	0%
Interest Earnings	293,913	180,000	350,000	94%	1%
Fund Balance for Capital / Operating	-	2,500,000	-	N/A	0%
Total Revenue	\$ 44,573,058	\$ 41,572,189	\$ 43,347,212	4.3%	100%
Expenses:	Actual	Budget	Budget	%	%
Operating Expenses	\$ 34,087,382	\$ 32,451,527	\$ 35,508,462	9.4%	81.9%
Capital Improvements / Equipment Replacement	4,948,023	5,714,723	3,500,000	-39%	8.1%
Debt Service	2,559,277	-	-	N/A	0.0%
Reserves for Landfill Closure/Expansion	-	3,405,939	4,338,750	27%	10.0%
Total Expenses	\$ 41,594,682	\$ 41,572,189	\$ 43,347,212	4.3%	100%
Net Revenue / (Expense)	\$ 2,978,377	\$ 0	\$ -		

Footnotes:

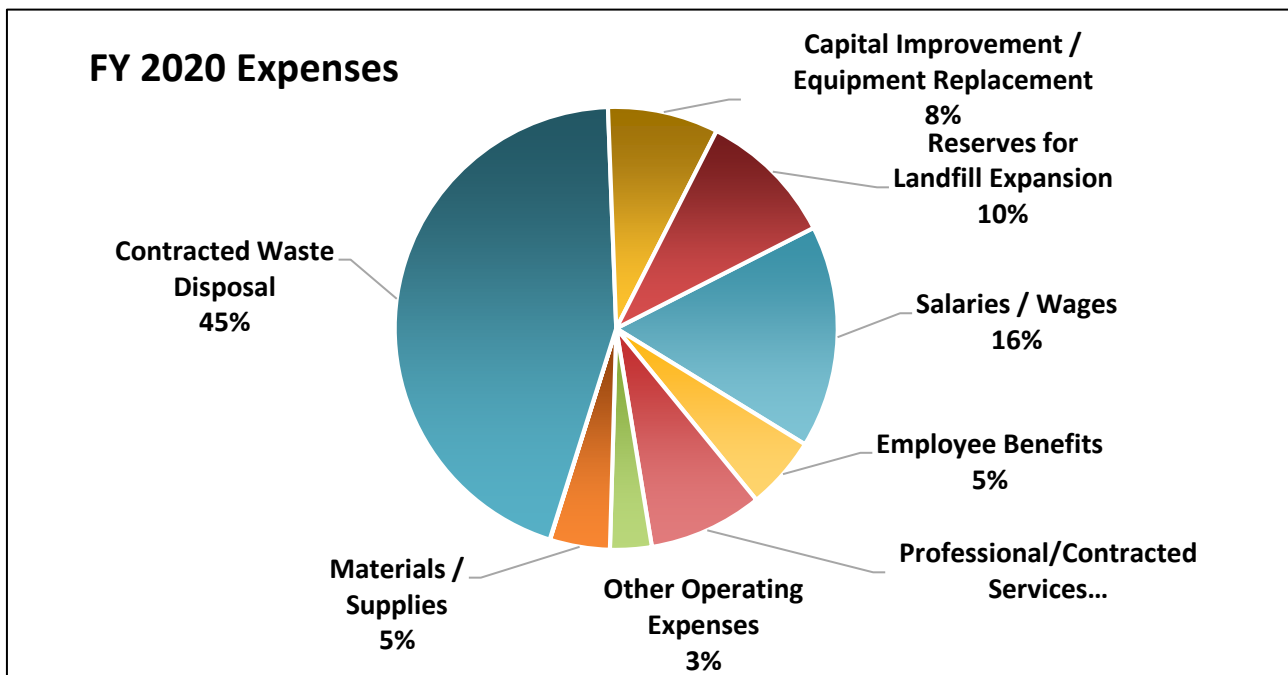
- 1 Charges for Environmental Services includes fees for disposal of household hazardous waste, white goods and tires.
- 2 Miscellaneous Income consists of revenue generated from leased property, extending transfer station hours for localities, finance charges paid by customers and other miscellaneous items.

Southeastern Public Service Authority (SPSA)						
Summary of Expenses by Cost Center						
Cost Center	Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
110	Accounting Department	\$ 241,117	\$ 280,408	\$ 389,027	39%	1%
120	Executive Offices	934,337	1,016,078	910,098	-10%	2%
130	Human Resources	135,320	197,387	199,492	1%	0%
140	Purchasing Department	20,765	-	-	N/A	0%
150	Regional Office Building	82,606	80,375	137,447	71%	0%
160	Information Technology	387,480	401,208	431,839	8%	1%
200	Environmental Management	376,951	396,973	409,978	3%	1%
210	Household Hazardous Waste Program	35,820	55,116	89,634	63%	0%
300	Operations Center	96,848	98,884	99,022	0%	0%
310	Safety	181,421	181,320	180,705	0%	0%
320	Regional Landfill	2,757,704	3,072,589	3,667,933	19%	8%
330	Tire Shredder	241,561	240,437	282,172	17%	1%
340	Fleet Maintenance	1,323,821	1,385,875	960,299	-31%	2%
350	Transportation	3,189,021	3,197,437	3,427,672	7%	8%
361	Boykins Convenience Center	15,415	21,278	24,818	17%	0%
362	Chesapeake Transfer Station	580,757	602,792	642,201	7%	1%
363	Franklin Transfer Station	252,183	270,515	296,453	10%	1%
364	Isle of Wight Transfer Station	282,244	295,254	316,192	7%	1%
365	Ivor Convenience Center	16,121	18,627	22,038	18%	0%
366	Landstown Transfer Station	1,085,113	1,085,871	1,122,685	3%	3%
367	Norfolk Transfer Station	961,653	914,959	932,467	2%	2%
368	Oceana Transfer Station	462,031	505,532	559,603	11%	1%
369	Suffolk Transfer Station	445,087	465,592	485,876	4%	1%
370	Scalehouse Operations	546,556	555,190	620,614	12%	1%
900	Contracted Waste Disposal	19,430,452	17,106,830	19,295,197	13%	45%
900	Capital Improvement / Equipment Replacement	4,948,023	5,714,723	3,500,000	-39%	8%
900	Debt Service	2,559,277	-	-	N/A	0%
900	Suffolk Environmental Trust Fund	5,000	5,000	5,000	0%	0%
900	Reserves for Landfill Closure/Expansion	-	3,405,939	4,338,750	27%	10%
Total Expenses		\$ 41,594,682	\$ 41,572,189	\$ 43,347,212	4.3%	100%

Please see individual cost center for more information.



Summary of Expenses by Object						
Object	Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
51000	Salaries / Wages	\$ 6,422,775	\$ 6,706,117	\$ 7,025,539	5%	16.2%
52000	Employee Benefits	2,161,191	2,249,327	2,273,201	1%	5.2%
53000	Professional/Contracted Services	3,581,612	3,486,752	3,679,541	6%	8.5%
	Professional Services	109,355	177,700	176,900	0%	
	Engineering Services	320,919	315,000	290,764	-8%	
	Legal Fees	560,207	325,000	325,000	0%	
	Security Services (landfill only)	79,263	81,504	81,728	0%	
	Maintenance Agreements	203,831	248,180	268,196	8%	
	Equipment Maintenance	1,113,559	950,250	1,041,000	10%	
	Building / Site Maintenance	449,458	502,563	591,129	18%	
	Leachate Maintenance at Landfill	319,003	50,000	37,500	-25%	
	Permits	76,863	74,462	75,530	1%	
	Uniform Rental	23,849	30,693	50,394	64%	
	Other Contracted Services	325,304	731,400	741,400	1%	
55000	Other Operating Expenses	1,048,483	1,085,319	1,308,547	21%	3.0%
	Utilities	637,777	649,417	805,900	24%	
	Insurance / Bonding	185,792	185,364	194,492	5%	
	Equipment Rental	33,504	39,500	35,000	-11%	
	Travel and Training	6,083	13,270	28,145	112%	
	Tolls	142,044	121,675	159,375	31%	
	Other	43,284	76,093	85,635	13%	
56000	Materials / Supplies	1,428,509	1,802,382	1,911,437	6%	4.4%
	Truck and Equipment Fuel	610,022	871,024	958,899	10%	
	Truck and Equipment Tires	689,586	772,300	772,300	0%	
	Safety Apparel & Equipment	20,042	27,750	26,740	-4%	
	Other Supplies	108,859	131,308	153,498	17%	
58000	Equipment / Furniture	9,360	9,800	10,000	2%	0.0%
58000	Contracted Waste Disposal	19,430,452	17,106,830	19,295,197	13%	44.5%
59000	Debt Service	2,559,277	-	-	N/A	0.0%
59000	Capital Improvement / Equipment Replacement	4,948,023	5,714,723	3,500,000	-39%	8.1%
59000	Suffolk Environmental Trust Fund	5,000	5,000	5,000	0%	0.0%
59000	Reserves for Landfill Closure/Expansion	-	3,405,939	4,338,750	27%	10.0%
	Total Expenses	\$ 41,594,682	\$ 41,572,189	\$ 43,347,212	4.3%	100%





**SOUTHEASTERN PUBLIC SERVICE AUTHORITY OF VIRGINIA
Fees and Charges for Solid Waste Management**

Effective July 1, 2019

WASTE DISPOSAL - TRANSFER STATIONS	
Waste Delivered to All Disposal Points:	Rate
Municipal Solid Waste (delivered by or on behalf of any SPSA Member Community directly to a SPSA Transfer Station or directly to the WPI RDF Facility)	\$57 per ton
Contract Non-Municipal Customers (minimum 50,000 tpy)	\$51 per ton
Non-Contract Non-Municipal Customers	\$76 per ton
U.S. Navy Waste under contract with SPSA	Per Contract
Residential Solid Waste Delivered in accordance with Residential Guidelines (Billed to SPSA Member Community)(Minimum fee does not apply)	\$57 per ton
Certified Weight	\$20
Regulated Medical Waste is Prohibited at all SPSA Facilities. A Penalty will be charged Per Occurrence of \$250, Plus any Costs Incurred/Revenues Lost	

WASTE DISPOSAL - LANDFILL ONLY	
Waste Delivered to SPSA's Regional Landfill:	Rate
Municipal Solid Waste Unacceptable at Transfer Stations (delivered by or on behalf of any SPSA Member Community)	\$57 per ton
Industrial Process Waste (accepted only with prior approval)	\$76 per ton
Solid Waste Unacceptable at Transfer Station (non-municipal customer)	\$76 per ton
Dead Animals Bagged or Unbagged (household pets only, i.e. dogs and cats)	\$20 each
Water Treatment Plant Sludge from any Member Community Transported by SPSA	\$50 per ton
Construction and Demolition Waste	\$51 per ton
Campers/trailers (minimum fee \$204 each)	\$204 per ton
Boats (minimum fee \$84 each) (All liquids must be removed prior to delivery and disposal)	\$84 per ton
Special Handling Waste (accepted only with prior approval)	Handling Cost plus 25%

TIRES - LANDFILL ONLY	
Whole Tires Accepted at SPSA's Regional Landfill Only:	Rate
Automobile and Light Truck	\$82.50 per ton
Automobile and Light Truck DIRTY LOAD	\$150 per ton
Truck and Light Industrial (up to 24.5" rim diameter)	\$145 per ton
Heavy Equipment and Off-the-Road	\$160 each
Tires with Rims	Add \$3.00 per tire

HOUSEHOLD HAZARDOUS WASTE	
User Fees:	Rate
Rate Per Resident Visit (Billed to SPSA Member Community)	\$36 per visit
Waste Accepted at SPSA's Regional Landfill (from Businesses)	Rate
Batteries (lead & rechargeable)	\$60 per ton
Alkaline Batteries	\$0.75 / lb.
SPSA reserves the right to reject certain quantities of batteries dependent on storage availability.	

MISCELLANEOUS	
Appliances with CFC Disposed at SPSA's Regional Landfill:	Rate
SPSA Member Community or Residents (Billed to SPSA Member Community)	\$15 each
Businesses	\$15 each
White Goods Containers (Includes rental rate plus haul cost)	\$75 - \$125 per pull

SOILS FOR USE AS ALTERNATIVE DAILY COVER (ADC)

Material Type	Disposal Rate Per Ton
ADC10	\$10.00
ADC15	\$15.00
ADC20	\$20.00
ADC25	\$25.00

General Rate Explanation: Those wishing to dispose of soils as ADC must receive prior approval from the Landfill Superintendent or his/her designee. At a minimum, SPSA requires the submission of specified analytical results prior to delivery and acceptance of any soils. No soils will be considered for use as ADC containing rebar or with debris containing rebar. Material with a higher than desirable moisture content will be charged the ADC25 rate.

- ADC10 (\$10 rate) applies to material of screen quality
- ADC15 (\$15 rate) applies to material with manageable amounts of 1' or smaller debris such as brick, concrete, or asphalt
- ADC20 (\$20 rate) applies to material that contains a manageable amount of debris such as brick, concrete, or asphalt between 1' and 2' in size
- ADC25 (\$25 rate) applies to material that contains a manageable amount of debris such as brick, concrete, or asphalt, larger than 2' or high moisture content

For any category of Waste Disposal which is based on weight, the Minimum Fee is \$20.00, unless otherwise noted above.

Revenue Detail and Trends

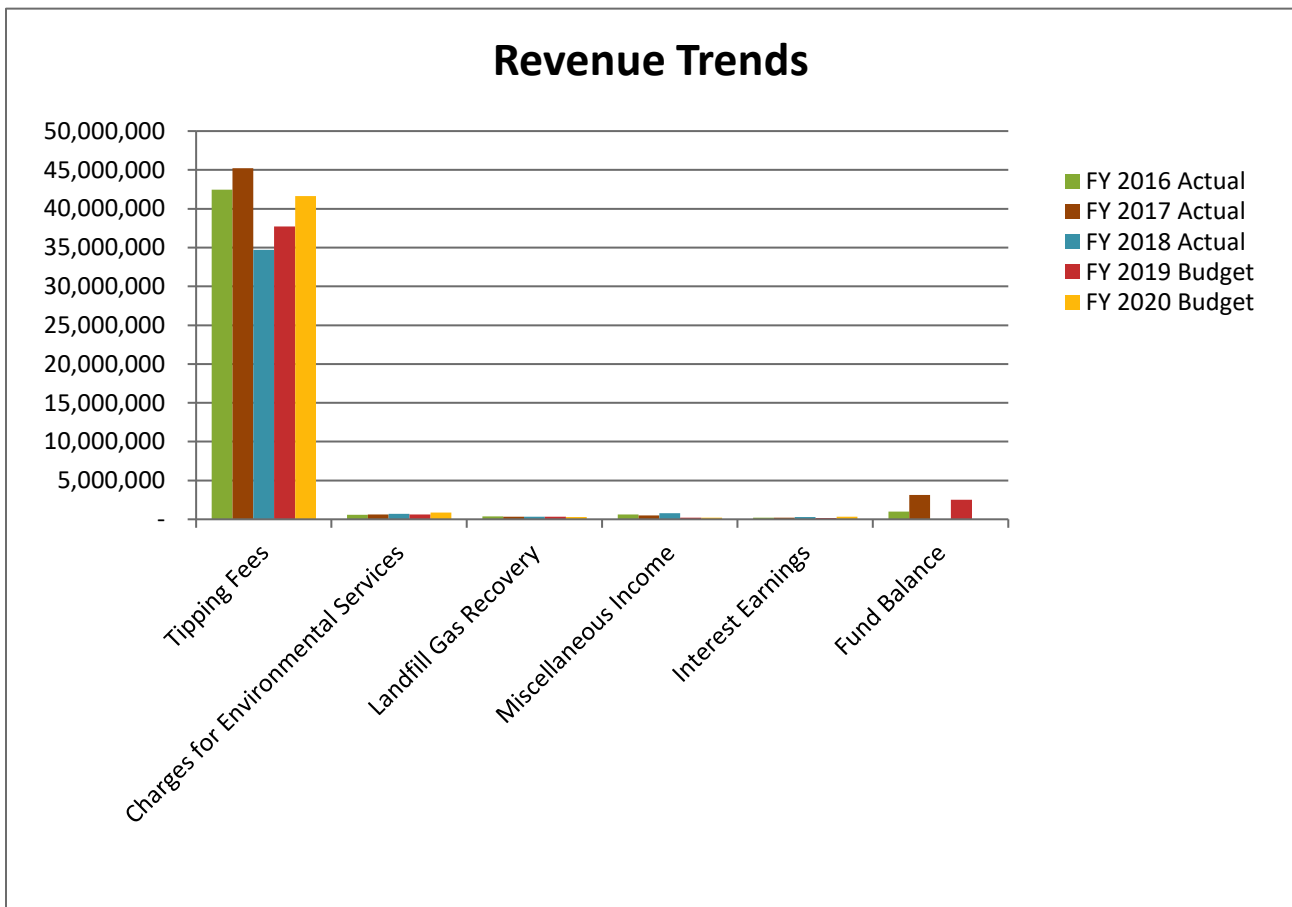
IN THIS SECTION:

- Revenue Sources
- Revenue Detail and Trends
- Historical and Projected Waste Stream Tonnages

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Revenue Sources:

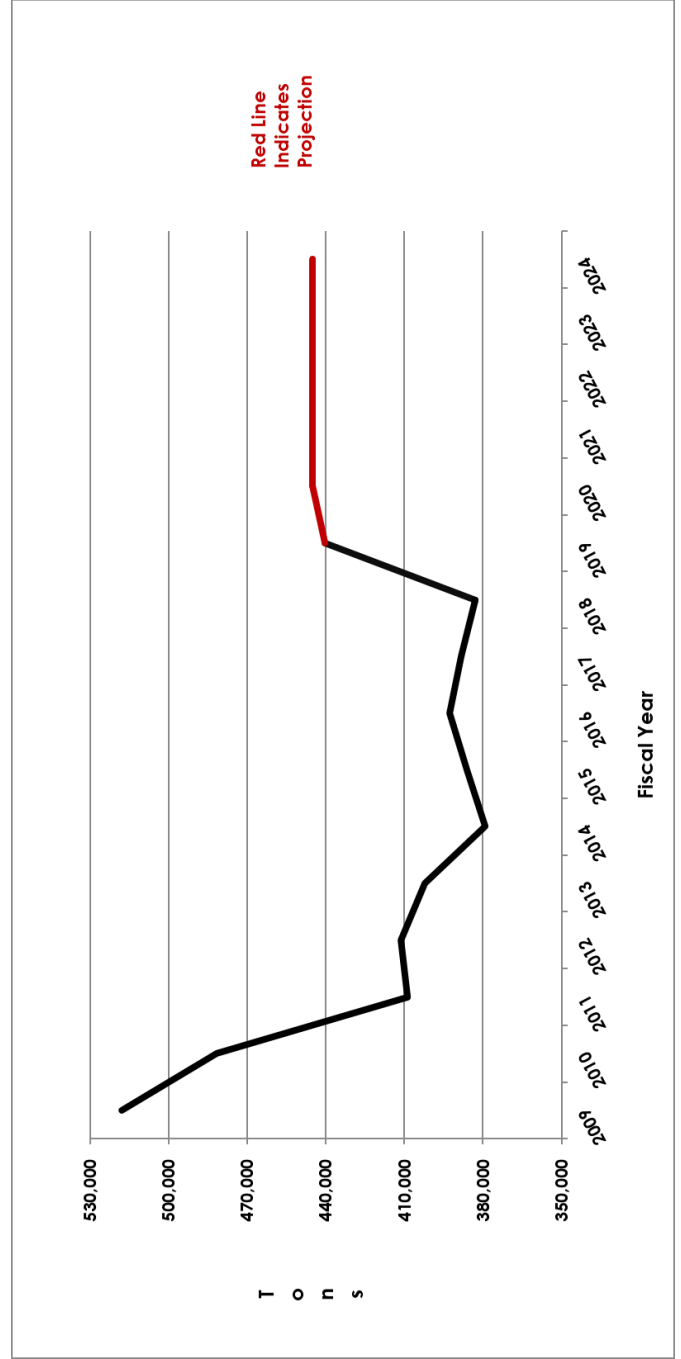
- **Tipping Fees** are SPSA's primary revenue source. Tipping fees are the amount per ton SPSA customers (e.g., member communities, commercial haulers, and others) pay to dispose of solid waste at SPSA's facilities. Tipping fees are categorized as municipal, Navy Solid Waste, construction and demolition debris, sludge, other tipping fees, contract waste, non-contract waste and fees for ash disposal at the landfill.
- **Charges for Environmental Services** are fees for the safe disposal of used tires, household hazardous waste and white goods.
- **Landfill Gas Recovery** is revenue generated from the sale of methane gas which is a product of the landfill.
- **Miscellaneous Income** consists of revenue generated from leased property, reimbursements for prior year expenses, finance charges paid by customers, insurance recoveries and sale of retired equipment.
- **Interest Earnings** are generated from the cash balances in the operating fund, trust accounts and debt service accounts.
- **Fund Balance for Capital/Operating** represents funds rolled over from a prior fiscal year for capital and/or operating expenses.



Southeastern Public Service Authority Revenue Detail		FY 2018 Actual			FY 2019 Budget			FY 2020 Budget		
		Revenue	Rate	Tonnage	Revenue	Rate	Tonnage	Revenue	Rate	Tonnage
Tipping Fees		\$ 42,433,082			\$ 37,720,239			\$ 41,631,237		
Note 1 Municipal		34,720,295	\$100.00	383,073	25,822,380	\$62.00	416,490	25,365,000	\$57.00	445,000
Chesapeake		8,883,083		90,896	5,765,194		92,987	5,990,700		105,100
Franklin		268,421		2,698	180,730		2,915	171,000		3,000
Isle of Wight		1,675,093		16,883	1,012,522		16,331	980,400		17,200
Norfolk		6,162,884		62,587	5,006,252		80,746	5,164,200		90,600
Portsmouth		3,249,782		32,769	2,184,322		35,231	2,268,600		39,800
Southampton County		863,921		8,910	541,012		8,726	615,600		10,800
Suffolk		1,029,959		40,847	2,577,402		41,571	2,217,300		38,900
Virginia Beach		12,587,151		127,483	8,554,946		137,983	7,957,200		139,600
Note 2 Navy Solid Waste		1,198,479	44.41	26,653	182,198	44.62	4,083	1,280,737	50.23	25,500
Note 3 Construction & Demolition Debris		718,371	48.67	14,850	765,000	51.00	15,000	765,000	51.00	15,000
Sludge-City of Norfolk		267,179	47.67	5,586	245,000	50.00	4,900	275,000	50.00	5,500
Other Tipping Fees		1,758,108			3,359,661			4,450,000		
Contract Waste		2,570,560	49.00	54,099	5,096,000	49.00	104,000	7,063,500	51.00	138,500
Non-Contract Waste		1,200,090	75.00	15,469	2,250,000	75.00	30,000	2,432,000	76.00	32,000
Charges for Environmental Services		725,519			622,000			855,200		
Tire program		427,104			332,000			515,200		
Household Hazardous Waste Revenue		263,551	\$35/Trip		250,000	\$36/Trip		305,000	\$36/Trip	
White Goods Program		34,865			40,000			35,000		
Landfill Gas Recovery		327,931			335,000			312,000		
Miscellaneous Income		792,613			214,950			198,775		
Interest Earnings		293,913			180,000			350,000		
Fund Balance for Capital / Operating		-			2,500,000			-		
TOTAL REVENUES		\$ 44,573,058			\$ 41,572,189			\$ 43,347,212		

Southeastern Public Service Authority (SPSA) Historical and Projected Municipal Waste Stream (Tonnages)											
Member Community	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	
Chesapeake	92,072	94,981	90,926	90,896	103,000	105,100	105,100	105,100	105,100	105,100	
Franklin	2,524	2,592	2,690	2,698	2,900	3,000	3,000	3,000	3,000	3,000	
Isle of Wight	16,070	16,513	15,180	16,883	17,000	17,200	17,200	17,200	17,200	17,200	
Norfolk	62,296	66,240	64,575	62,587	90,500	90,600	90,600	90,600	90,600	90,600	
Portsmouth	28,439	29,089	30,023	32,769	39,500	39,800	39,800	39,800	39,800	39,800	
Southampton County	8,107	8,385	8,593	8,910	10,000	10,800	10,800	10,800	10,800	10,800	
Suffolk	43,337	40,770	45,645	40,847	38,600	38,900	38,900	38,900	38,900	38,900	
Virginia Beach	133,304	134,285	130,645	127,483	139,000	139,600	139,600	139,600	139,600	139,600	
Totals	386,149	392,855	388,277	383,073	440,500	445,000	445,000	445,000	445,000	445,000	

Increase in tons in FY 2019 is for bulk waste
Please see Appendix for a Historical Schedule of Tons Received at each Transfer Station



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Expense Detail and Trends

IN THIS SECTION:

- Expense Detail and Trends

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Description of Cost Centers

The various cost centers are comprised of personnel costs, professional and contracted services, supplies, equipment maintenance, debt service and contingencies. The cost centers for SPSA are categorized as follows:

Administration consists of accounting, executive office, human resources, purchasing, costs related to the regional office building and information technology.

Environmental consist of cost centers for environmental management, the household hazardous waste program, and the white goods program located at the Regional Landfill in Suffolk.

Operations consist of expenses related to the operation of the regional landfill, transportation, fleet maintenance, the tire shredder, the transfer stations, the safety program, and the scalehouse operations.

Contracted Waste Disposal Expenses includes costs associated with the Waste Disposal & Services Agreement and the Waste Hauling & Disposal Services Agreement, both with Wheelabrator Portsmouth.

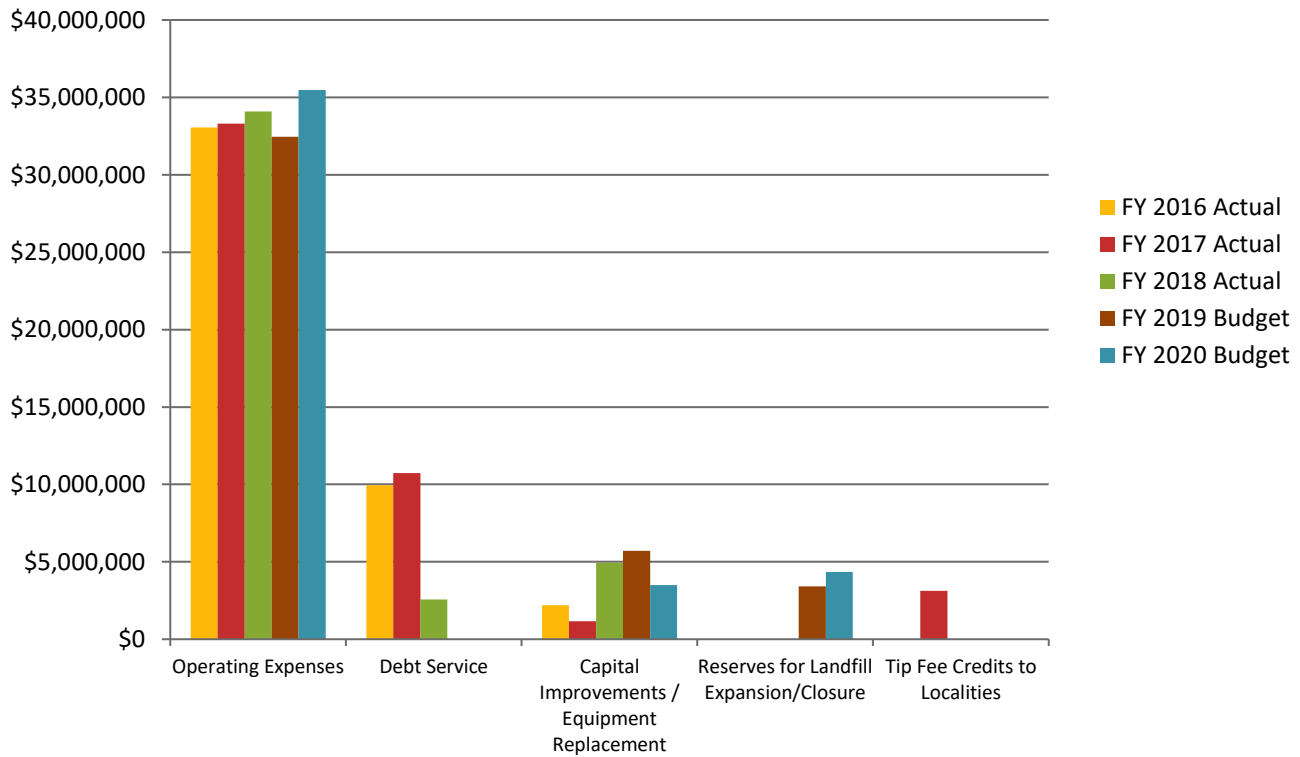
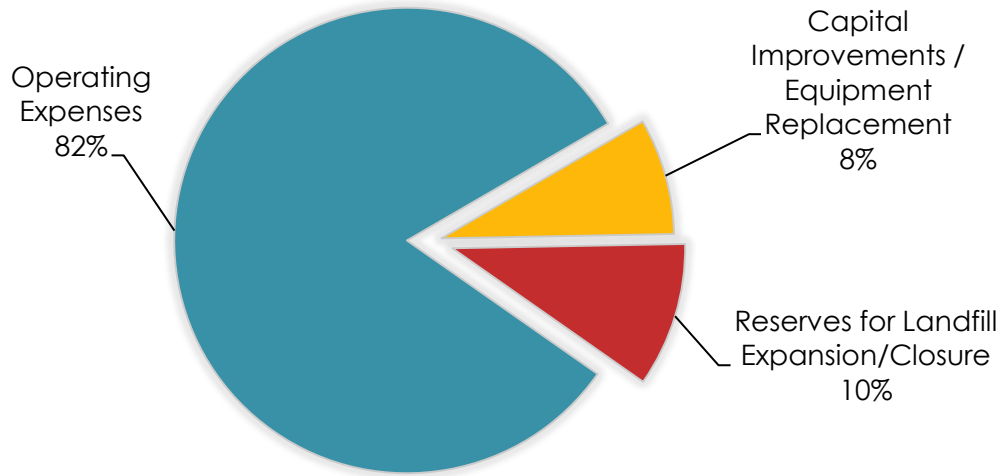
Capital Improvement / Equipment Replacement provide the cost estimates for various capital improvements and equipment replacement projected to be incurred in the fiscal year.

Debt Service captures the annual debt service requirement.

Deposit to Trust Accounts consists of the required annual deposits to the Suffolk Landfill Environmental Trust.

Reserves for Landfill Expansion/Closure consists of funds being set aside to construct additional cells at the landfill and close cells that have reached capacity.

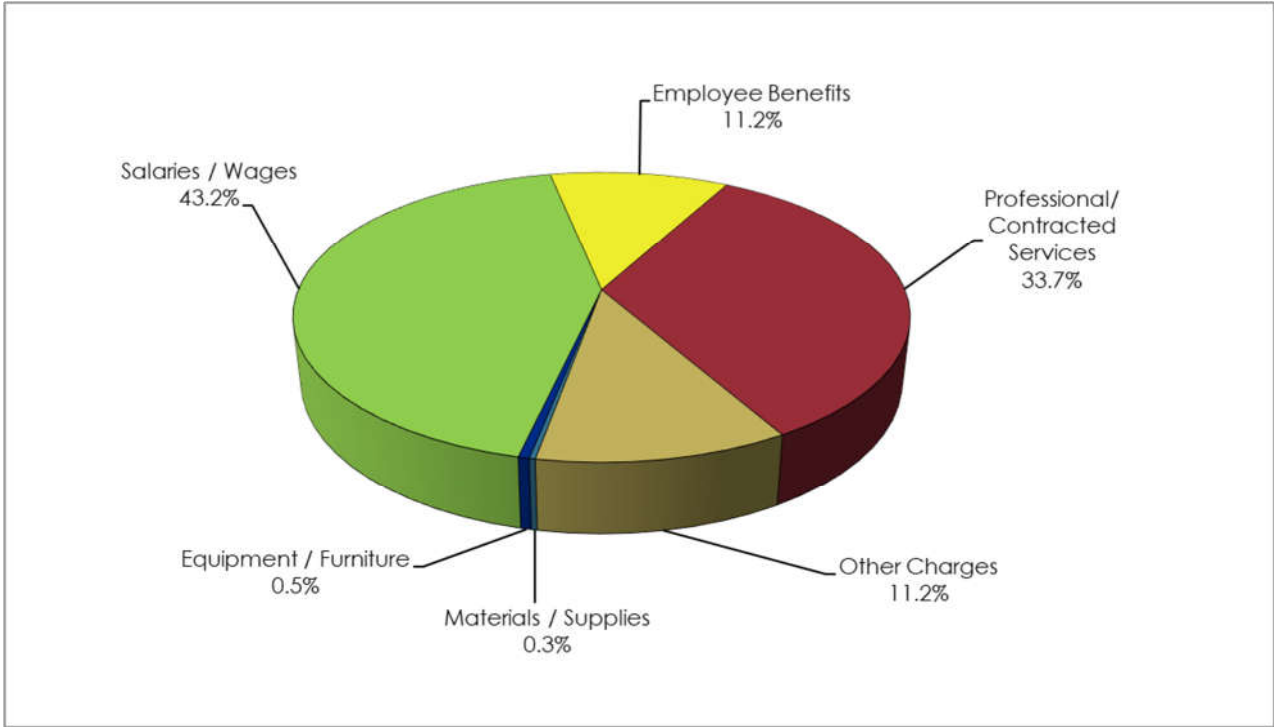
FY 2020 Expenses



Administration

SPSA's administration supports the entire disposal system. It includes the functions of the Executive Office, Human Resources, Accounting, Purchasing, Information Technology and Regional Office Building.

Summary of Administration Expenses						
Object	Line Item Description	FY 2018 Acutal	FY 2019 Budget	FY 2020 Budget	% Change	% Total
51000	Salaries / Wages	\$ 637,172	\$ 882,617	\$ 892,877	1%	43.2%
52000	Employee Benefits	157,646	227,468	231,230	2%	11.2%
53000	Professional/Contracted Services	810,995	640,973	696,689	9%	33.7%
55000	Other Charges	176,021	208,900	231,521	11%	11.2%
56000	Materials / Supplies	10,688	5,698	5,586	-2%	0.3%
58000	Equipment / Furniture	9,103	9,800	10,000	2%	0.5%
	Total	\$ 1,801,624	\$ 1,975,456	\$ 2,067,903	5%	100%



Cost Center	Object	Line Item Description	FY 2018 Acutal	FY 2019 Budget	FY 2020 Budget	% Change	% Total
110	Accounting Department						
	51100	Salaries Exempt	\$ 81,446	\$ 82,529	\$ 166,179	101%	43%
	51110	Salaries Non-Exempt	49,300	52,662	53,698	2%	14%
	51200	Overtime	301	-	-	N/A	0%
	52100	Social Security/Medicare Tax	9,407	10,342	16,821	63%	4%
	52200	VRS Retirement	2,216	889	1,297	46%	0%
	52300	Health Insurance	26,892	28,911	36,941	28%	9%
	52400	VRS life Insurance	1,682	1,736	2,880	66%	1%
	52600	Unemployment Insurance	156	158	127	-20%	0%
	52700	Workers Compensation	72	81	139	72%	0%
	53130	Professional Services	51,400	62,500	62,500	0%	16%
	53600	Advertising	-	4,000	4,000	0%	1%
	53700	Trustee Expense	3,000	-	-	N/A	0%
	55300	Insurance/Bonding	900	1,500	1,428	-5%	0%
	55510	Travel and Training	-	100	100	0%	0%
	55815	Bank Fees / Svc Charges	14,346	35,000	42,917	23%	11%
		Total Expenses	\$ 241,117	\$ 280,408	\$ 389,027	39%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Accounting Manager	0	1	1		
		Financial Support & Scalehouse Administration	1	1	1		
	Non-Exempt Positions						
		Accounting Specialist	1	1	1		
		Administrative Coordinator	0.2	0.25	0.25		
		Total	2.2	3.25	3.25		
Cost Center	Object	Line Item Description	FY 2018 Acutal	FY 2019 Budget	FY 2020 Budget	% Change	% Total
120	Executive Offices						
	51100	Salaries Exempt	\$ 262,779	\$ 475,852	\$ 381,866	-20%	42%
	51110	Salaries Non-Exempt	10,866	13,956	14,024	0%	2%
	51200	Overtime	5	-	-	N/A	0%
	52100	Social Security/Medicare Tax	18,271	37,471	30,286	-19%	3%
	52200	VRS Retirement	4,085	3,372	2,180	-35%	0%
	52300	Health Insurance	17,070	39,183	36,941	-6%	4%
	52400	VRS life Insurance	3,378	6,413	5,186	-19%	1%
	52600	Unemployment Insurance	225	299	127	-58%	0%
	52700	Workers Compensation	228	294	250	-15%	0%
	53130	Professional Services	44,915	100,000	100,000	0%	11%
	53150	Legal Fees	560,207	325,000	325,000	0%	36%
	53600	Advertising	5,958	5,200	5,200	0%	1%
	55300	Insurance/Bonding	2,412	2,568	2,568	0%	0%
	55510	Travel and Training	3,117	4,500	4,500	0%	0%
	55810	Membership & Professional Dues	372	720	720	0%	0%
	56110	Dues & Subscriptions	310	1,250	1,250	0%	0%
	56300	Safety Apparel & Equipment	140	-	-	N/A	0%
		Total Expenses	\$ 934,337	\$ 1,016,078	\$ 910,098	-10%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Executive Director	1	1	1		
		Deputy Executive Director	1	1	1		
		Budget Analyst	0	1	0		
	Non-Exempt Positions						
		Procurement Specialist	0	0	1		
		Administrative Coordinator	0.2	0.25	0.25		
		Total	2.2	3.25	3.25		

Cost Center	Object	Line Item Description	FY 2018 Acutal	FY 2019 Budget	FY 2020 Budget	% Change	% Total
130	Human Resources						
	51100	Salaries Exempt	\$ 66,135	\$ 67,770	\$ 69,464	2%	35%
	51110	Salaries Non-Exempt	10,866	38,956	39,649	2%	20%
	51200	Overtime	5	-	-	N/A	0%
	52100	Social Security/Medicare Tax	5,749	8,164	8,347	2%	4%
	52200	VRS Retirement	1,188	375	384	2%	0%
	52300	Health Insurance	26,373	27,141	35,251	30%	18%
	52400	VRS life Insurance	1,004	1,067	1,094	3%	1%
	52600	Unemployment Insurance	84	158	88	-44%	0%
	52700	Workers Compensation	48	25,560	15,907	-38%	8%
	53110	Medical Fees	7,648	11,000	11,000	0%	6%
	53130	Professional Services	1,251	1,500	1,500	0%	1%
	53600	Advertising	3,828	4,000	4,000	0%	2%
	55300	Insurance/Bonding	528	696	708	2%	0%
	55510	Travel and Training	720	1,500	1,500	0%	1%
	55810	Membership & Professional Dues	494	500	600	20%	0%
	55820	Awards Program	9,398	9,000	10,000	11%	5%
		Total Expenses	\$ 135,320	\$ 197,387	\$ 199,492	1%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Human Resources Generalist	1	1	1		
	Non-Exempt Positions						
		Human Resources Assistant - Part Time	0	0.5	0.5		
		Administrative Coordinator	0.2	0.25	0.25		
		Total	1.2	1.75	1.75		
Cost Center	Object	Line Item Description	FY 2018 Acutal	FY 2019 Budget	FY 2020 Budget	% Change	% Total
140	Purchasing Department						
	51110	Salaries Non-Exempt	\$ 10,866	\$ -	\$ -	-100%	N/A
	51200	Overtime	5	-	-	N/A	N/A
	52100	Social Security/Medicare Tax	726	-	-	-100%	N/A
	52200	VRS Retirement	168	-	-	-100%	N/A
	52300	Health Insurance	3,720	-	-	-100%	N/A
	52400	VRS life Insurance	142	-	-	-100%	N/A
	52600	Unemployment Insurance	14	-	-	-100%	N/A
	52700	Workers Compensation	48	-	-	-100%	N/A
	53500	Printing	-	-	-	N/A	N/A
	53600	Advertising	3,427	-	-	-100%	N/A
	55300	Insurance/Bonding	420	-	-	-100%	N/A
	56110	Dues & Subscriptions	1,228	-	-	-100%	N/A
		Total Expenses	\$ 20,765	\$ -	\$ -	-100%	N/A
	Personnel ~ Full Time Equivalent (FTE)		FY 2018	FY 2019			
	Exempt Positions						
		Buyer	1	0			
	Non-Exempt Positions						
		Administrative Coordinator	0.2	0			
		Total	1.2	0			

**Note: Purchasing Expenses have been rolled to Accounting and Executive Office

Cost Center	Object	Line Item Description	FY 2018 Acutal	FY 2019 Budget	FY 2020 Budget	% Change	% Total
150	Regional Office Building						
Note A	53310	Maintenance Agreements	\$ 27,650	\$ 28,443	\$ 31,299	10%	23%
	53320	Grounds Maintenance	1,545	4,600	9,260	101%	7%
	53410	Building / Site Maintenance	10,383	1,000	50,000	4900%	36%
	55100	Electricity	23,174	26,300	26,300	0%	19%
	55120	Heating/gas	846	1,700	1,000	-41%	1%
	55130	Water / Sewer	7,390	7,000	7,500	7%	5%
Note B	55210	Postage	2,273	2,000	2,300	15%	2%
	55300	Insurance/Bonding	6,048	5,832	6,288	8%	5%
Note B	56100	Office Supplies	2,656	3,000	3,000	0%	2%
	56140	Other Operating Supplies	642	500	500	0%	0%
		Total Expenses	\$ 82,606	\$ 80,375	\$ 137,447	71%	100%

Note A: Maintenance Agreements include copier leases (system wide), elevator maintenance, HVAC, alarm system, pest, trash services, janitorial services and costs to maintain the regional board room.

Note B: Represents expenses for all administrative departments suppression.

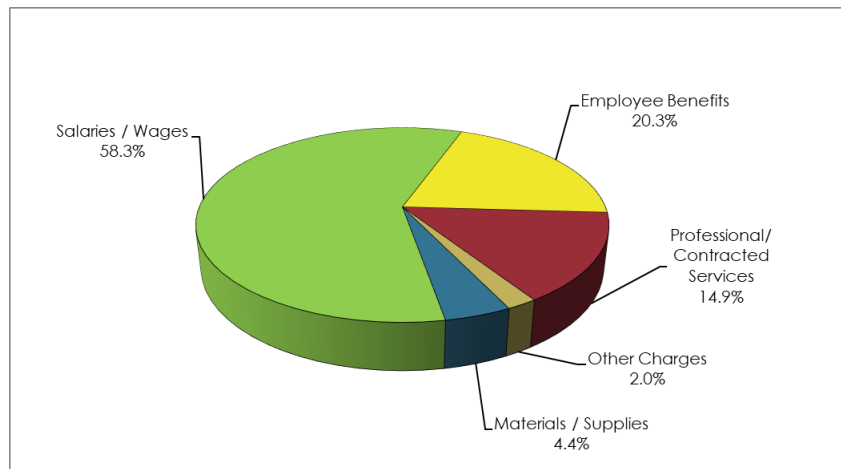
Cost Center	Object	Line Item Description	FY 2018 Acutal	FY 2019 Budget	FY 2020 Budget	% Change	% Total
160	Information Technology						
	51100	Salaries Exempt	\$ 133,725	\$ 136,936	\$ 153,973	12%	36%
	51110	Salaries Non-Exempt	10,866	13,956	14,024	0%	3%
	51200	Overtime	5	-	-	N/A	0%
	52100	Social Security/Medicare Tax	10,704	11,543	12,852	11%	3%
	52200	VRS Retirement	2,519	1,051	1,237	18%	0%
	52300	Health Insurance	19,356	21,039	20,500	-3%	5%
	52400	VRS life Insurance	1,884	1,973	2,201	12%	1%
	52600	Unemployment Insurance	155	158	88	-44%	0%
	52700	Workers Compensation	84	90	106	18%	0%
	53130	Professional Services	1,500	1,500	700	-53%	0%
	53310	Maintenance Agreements	87,785	91,730	91,730	0%	21%
	53400	Equipment Maintenance	498	500	500	0%	0%
	55200	Telephone	102,587	108,000	121,000	12%	28%
	55300	Insurance/Bonding	996	984	1,092	11%	0%
	55510	Travel and Training	-	1,000	1,000	0%	0%
	56120	Computer Software	2,160	-	-	N/A	0%
	56200	Vehicle / Equipment Fuel	290	448	336	-25%	0%
	56410	Small Equipment	3,263	500	500	0%	0%
	58200	Computer Hardware	9,103	9,800	10,000	2%	2%
		Total Expenses	\$ 387,480	\$ 401,208	\$ 431,839	8%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2018	FY 2019	FY 2020		
Exempt Positions							
		Applications Administrator	0	0	1		
		Network Administrator	0	0	1		
		Information Technology Manager	1	1	0		
		Information Technology Support Specialist	1	1	0		
Non-Exempt							
		Administrative Coordinator	0.2	0.25	0.25		
		Total	2.2	2.25	2.25		



Environmental Management

The Environmental Management Division of SPSA is responsible for compliance matters throughout the SPSA organization. Each SPSA facility has a minimum of one permit per facility with the exception of the Regional Landfill which has four. The Environmental division manages permits issued by the Virginia Department of Environmental Quality (DEQ), Hampton Roads Sanitation District (HRSD), and underground storage tank compliance at several facilities. To ensure compliance, the environmental division conducts regular inspections at facilities and training of SPSA personnel. In addition, environmental staff manages the Environmental Management System or EMS. The EMS program has a multitude of documentation, training, and audit requirements throughout the organization. Lastly, environmental staff also conducts field monitoring for ground water, gas, drinking water, effluent, and random load inspections for permit compliance.

Summary of Environmental Expenses						
Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
51000	Salaries / Wages	\$ 276,297	\$ 284,161	\$ 291,479	3%	58.3%
52000	Employee Benefits	91,611	96,980	101,641	5%	20.3%
53000	Professional/Contracted Services	29,717	43,160	74,200	72%	14.9%
55000	Other Charges	4,830	7,168	10,174	42%	2.0%
56000	Materials / Supplies	10,317	20,620	22,118	7%	4.4%
		\$ 412,771	\$ 452,089	\$ 499,612	11%	100%



Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
200		Environmental Management					
	51100	Salaries Exempt	\$ 162,462	\$ 169,687	\$ 175,433	3%	43%
	51110	Salaries Non-Exempt	113,595	113,474	115,046	1%	28%
	51200	Overtime	240	1,000	1,000	0%	0%
	52100	Social Security/Medicare Tax	20,731	21,738	22,298	3%	5%
	52200	VRS Retirement	4,276	1,649	1,706	3%	0%
	52300	Health Insurance	54,753	60,372	64,476	7%	16%
	52400	VRS Life Insurance	3,534	3,693	3,800	3%	1%
	52600	Unemployment Insurance	493	422	235	-44%	0%
	52700	Workers Compensation	7,824	9,106	9,126	0%	2%
	53160	Environmental Testing	2,460	2,000	2,000	0%	0%
	53210	Uniform Rental	1,178	1,260	2,300	83%	1%
	53330	Hazardous Waste Cleanup & Disposal	-	2,000	2,000	0%	0%
	53400	Equipment Maintenance	-	1,500	1,500	0%	0%
	53500	Printing	-	300	300	0%	0%
	53600	Advertising	345	500	500	0%	0%
	55210	Postage	79	400	400	0%	0%
	55300	Insurance/Bonding	1,956	1,872	1,908	2%	0%
	55510	Travel and Training	125	1,250	1,250	0%	0%
	55810	Membership & Professional Dues	107	250	200	-20%	0%
	55830	EMS Support Program	257	1,000	1,000	0%	0%
	56100	Office Supplies	152	500	500	0%	0%
	56140	Other Operating Supplies	1,827	2,500	2,500	0%	1%
	56300	Safety Apparel & Equipment	557	500	500	0%	0%
		Total Expenses	\$ 376,951	\$ 396,973	\$ 409,978	3%	100%
Personnel ~ Full Time Equivalent (FTE)				FY 2018	FY 2019	FY 2020	
	Exempt Positions						
		Assistant Landfill & Environmental Superintendent		1	1	1	
		Landfill & Environmental Compliance Specialist		1	1	1	
		Environmental Specialist		1	1	1	
	Non-Exempt Positions						
		Environmental Technician		3	3	3	
		Total		6	6	6	

Household Hazardous Waste Program



SPSA operates four (4) household hazardous waste (HHW) collection facilities. The HHW collection facility at the regional landfill in Suffolk is open full time, Monday through Friday and a half-day Saturday. The Norfolk facility will be open a half day on Saturdays and a half day one other day of the week which has yet to be determined by Norfolk Staff. The remaining facilities in Chesapeake and Franklin are open based upon a monthly recurring schedule. Periodic mobile HHW collection

events are scheduled in Portsmouth, Chesapeake and Suffolk upon the City's request.

Residents from all member communities may bring unwanted HHW to any of the established household hazardous waste facilities to be disposed of safely, free of charge, however, the resident's member community is charged a disposal fee. Commercial HHW is NOT accepted at any SPSA HHW facility. HHW generated commercially must be disposed of using a commercial waste disposal company.

The City of Virginia Beach, and the County of Isle of Wight have independently implemented their own program whereby reducing the quantities that are disposed through SPSA.

In fiscal year 2018, SPSA safely disposed of 14,400 gallons of liquid HHW and 14,000 pounds of solid HHW.

Please see SPSA's website for more information: www.SPSA.com

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
210		Household Hazardous Waste Program					
	53110	Medical Fees	\$ 1,391	\$ 1,200	\$ 1,200	0%	1%
	53160	Environmental Testing	-	400	400	0%	0%
	53330	Hazardous Waste Cleanup & Disposal	17,993	25,000	55,000	120%	61%
	53400	Equipment Maintenance	6,136	5,000	5,000	0%	6%
	53410	Building / Site Maintenance	214	4,000	4,000	0%	4%
	55100	Electricity	1,345	1,400	3,000	114%	3%
	55300	Insurance/Bonding	960	996	1,416	42%	2%
	55510	Travel and Training	-	-	1,000	N/A	1%
	56140	Other Operating Supplies	31	1,200	1,200	0%	1%
	56200	Vehicle / Equipment Fuel	4,804	7,420	8,918	20%	10%
	56220	Vehicle / Equipment Tires	1,572	5,000	5,000	0%	6%
	56300	Safety Apparel & Equipment	705	2,000	2,000	0%	2%
	56410	Small Equipment	669	1,500	1,500	0%	2%
		Total Expenses	\$ 35,820	\$ 55,116	\$ 89,634	63%	100%

Household Hazardous Waste Program Statistics

		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Paint Related Materials	Gallons	1,045	880	660	990	550
High BTU (Waste fuel/solvents)	Gallons	1,430	1,650	1,650	1,485	1,100
Low BTU (Waste oil/oily water)	Gallons	385	330	110	220	145
Detergents/Cleaners	Gallons	330	1,320	385	440	380
Oxidizers	Lbs	4,200	3,850	3,150	4,400	3,500
Pesticide Liquid	Gallons	1,100	2,420	2,035	1,705	1,650
Pesticide Solid	Lbs	18,400	8,800	6,750	9,900	6,750
Acids (Inorganic)	Gallons	275	385	275	220	220
Antifreeze	Gallons	2,086	2,298	1,460	1,285	746
Oil	Gallons	8,941	11,250	6,954	10,161	8,558
Solvents	Gallons	139	0	0	0	0
Base Liquids	Gallons	165	385	220	110	236
Base Solids	Lbs	0	110	55	0	0
* Wet Cell Batteries	Each	695	390	307	731	687
** Dry Cell Batteries	Lbs	1,225	1,100	700	700	1,050
* Propane Cylinders	Each	864	568	576	730	776
* Other Cylinders	Each	1,236	700	1,125	416	1,619
Aerosol Cans	Lbs	705	600	6	2,400	2,000
Mercury	Lbs	0	456	584	30	75
Reactive (Calcium Carbide)	Lbs	0	0	1	0	0
Cooking Oil	Gallons	860	980	555	600	800
Total Liquid	Gallons	16,756	21,898	14,304	17,216	14,385
Total Solid	Lbs	24,530	14,916	11,246	17,430	13,375

*Totals do not include waste measured as "Each"

**Dry cell battery weight is approximately based on ~700 Lbs per 55 gallon drum

White Goods Program

White goods or other metal containing waste is collected at the SPSA regional landfill and is recycled with a local metal recycling company. The organization receives the current scrap metal price and strives to separate metal types to maximum revenue. Also, environmental staff is licensed to recover refrigerant from any refrigerant containing device received in the white goods program. The hours of the white goods program mirror that of the SPSA HHW facility at the regional landfill. In fiscal year 2018, the white goods program recycled nearly 572,000 pounds of scrap steel and aluminum.



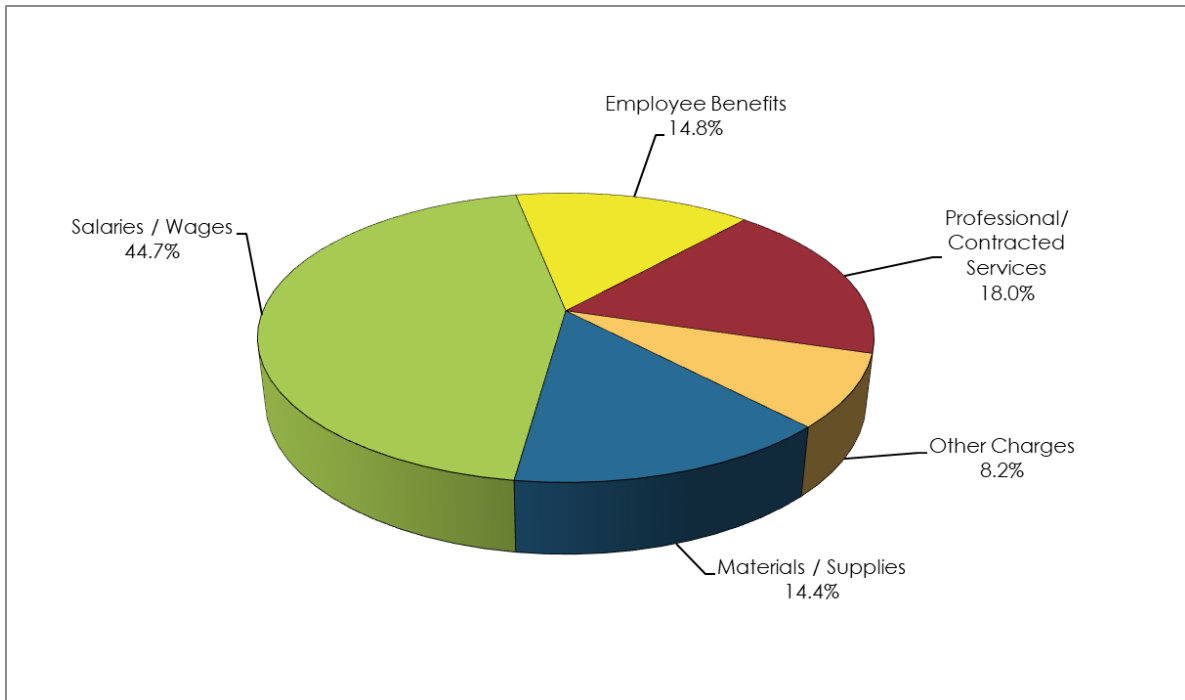
Pounds of Scrap Steel and Metal Recycled				
FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
394,080	394,000	523,740	600,360	572,000

Operational Expenses

The Operational Expenses represent the core costs of the disposal system. It includes costs for the regional landfill, transportation, transfer stations, fleet maintenance, scalehouses, and safety.

The Operations Center is located at 4 Victory Boulevard in Portsmouth, Virginia and includes a fleet maintenance shop and office space for staff.

Summary of Operational Expenses						
Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
51000	Salaries / Wages	\$ 5,509,307	\$ 5,539,339	\$ 5,841,183	5%	44.7%
52000	Employee Benefits	1,911,934	1,924,879	1,940,330	1%	14.8%
53000	Professional/Contracted Services	2,522,241	2,222,619	2,348,652	6%	18.0%
55000	Other Charges	867,633	869,251	1,066,852	23%	8.2%
56000	Materials / Supplies	1,407,504	1,776,064	1,883,733	6%	14.4%
		\$ 12,218,877	\$ 12,332,152	\$ 13,080,750	6%	100%



Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
300	Operations Center						
Note A	53310	Maintenance Agreements	\$ 8,057	\$ 20,000	\$ 20,000	0%	20%
	53320	Grounds Maintenance	5,200	6,700	6,700	0%	7%
	53400	Equipment Maintenance	11,988	1,000	1,000	0%	1%
	53410	Building / Site Maintenance	21,430	18,000	18,000	0%	18%
	55100	Electricity	37,819	38,500	38,500	0%	39%
	55120	Heating/gas	8,687	10,000	10,000	0%	10%
	55300	Insurance/Bonding	3,024	2,124	2,136	1%	2%
	56140	Other Operating Supplies	496	2,000	2,000	0%	2%
	56200	Vehicle / Equipment Fuel	147	560	686	23%	1%
		Total Expenses	\$ 96,848	\$ 98,884	\$ 99,022	0%	100%

Note A: Represents the Operations & Maintenance Agreement with Wheelabrator Portsmouth, Inc. and includes shared costs for water, sewer, fire suppression and grounds maintenance.

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
310	Safety						
	51100	Salaries Exempt	\$ 139,233	\$ 135,127	\$ 135,750	0%	75%
	52100	Social Security/Medicare Tax	10,467	10,337	10,385	0%	6%
	52200	VRS Retirement	2,034	609	624	2%	0%
	52300	Health Insurance	15,636	16,212	15,798	-3%	9%
	52400	VRS Life Insurance	1,718	1,735	1,778	2%	1%
	52600	Unemployment Insurance	141	141	78	-45%	0%
	52700	Workers Compensation	5,088	6,060	6,393	5%	4%
	53160	Environmental Testing	527	1,000	1,000	0%	1%
	53210	Uniform Rental	273	300	-	-100%	0%
	53400	Equipment Maintenance	122	250	250	0%	0%
	55210	Postage	14	60	60	0%	0%
	55300	Insurance/Bonding	1,044	1,008	948	-6%	1%
	55510	Travel and Training	259	750	750	0%	0%
	55700	Toll Roads	480	675	675	0%	0%
	55810	Membership & Professional Dues	1,113	1,638	1,638	0%	1%
	56100	Office Supplies	394	450	450	0%	0%
	56110	Dues & Subscriptions	344	500	500	0%	0%
	56200	Vehicle / Equipment Fuel	1,852	2,800	1,960	-30%	1%
	56220	Vehicle / Equipment Tires	-	500	500	0%	0%
	56300	Safety Apparel & Equipment	105	750	750	0%	0%
	56410	Small Equipment	320	418	418	0%	0%
	58100	Furniture	257	-	-	N/A	0%
		Total Expenses	\$ 181,421	\$ 181,320	\$ 180,705	0%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Safety Administrator	1	1	1		
		Workmen's Comp Specialist	1	1	1		
		Total	2	2	2		



Regional Landfill

The SPSA Regional Landfill Cells I – IV account for 103 disposal acres, Cell V is permitted for 43.6 disposal acres and Cell VI is permitted for 41.3 disposal acres. SPSA received permit approval for an additional 56.1 acres referenced as Cell VII in May 2011.

During fiscal year 2018, approximately 318,100 tons was disposed of or used as daily cover. It is projected that the landfill will dispose of approximately 325,000 tons of waste in fiscal year 2019.

SPSA completed closure of Cells I-IV in the summer of 2009 and continues to monitor and maintain compliance for this portion of the facility in addition to Cells V and VI. Also, the complete gas extraction system for Cell VI was complete in early fall 2010.



Southeastern Public Service Authority (SPSA)		Regional Landfill Waste Stream (tons)												FYTD			
Type of Waste	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	FY 2019	FY 2019
Construction Demolition Debris	10,066	11,485	14,252	14,850	906	1,353	863	839	531	683	822	664	664	729	923	8,313	
Sludge	7,198	5,314	4,927	5,717	649	636	391	511	613	461	493	417	417	364	440	4,975	
Industrial Waste	1,552	874	846	379	60	23	19	25	28	14	7	9	9	15	35	235	
Soils	34,168	66,380	18,935	9,990	670	725	716	990	774	809	1,158	499	499	531	681	7,553	
Clean Fill	56,311	92,732	25,369	26,396	-	90	-	-	-	-	110	-	-	68	-	268	
Peanut Dust/Peanut Hulls	2,894	3,202	5,650	9,366	223	234	194	357	350	293	358	300	300	383	387	3,079	
Non-Processible Municipal Solid Waste ¹	6,189	1,788	5,765	3,791	61	62	59	60	85	62	73	51	51	63	79	655	
Navy Waste ²	35	88	150	154	19	10	6	60	71	1	20	29	29	25	35	276	
Non-Processible Commercial Waste ²	4,265	5,096	4,518	2,631	40	88	58	64	46	45	64	50	50	24	31	510	
Fluff from BiMetals	5,708	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Concrete/Asphalt	3,832	416	3	-	-	-	-	-	133	-	-	-	-	-	-	133	
Shredded Tires	2,587	3,052	3,289	4,586	86	872	421	514	473	391	64	435	435	552	585	4,393	
Ash	192,754	177,493	174,420	179,361	14,872	17,651	13,592	14,551	13,984	11,871	11,180	4,706	4,706	2,672	348	105,427	
Non-Qualifying Ash	-	-	-	-	-	-	-	-	681	561	3,644	4,943	4,943	8,874	13,755	32,458	
Municipal Solid Waste	-	-	-	46,011	9,020	9,286	7,519	8,869	8,590	7,806	8,464	7,090	7,090	8,259	9,614	66,644	
Clean Fill - Clearfield	33,899	32,400	28,226	14,496	3,345	4,328	5,802	6,180	-	11,718	2,892	4,328	4,328	8,259	9,614	56,466	
Residual Waste - Clearfield	2,973	4,857	9,771	180	38	123	38	9	-	-	-	-	-	1,966	4,782	7,013	
Diverted Processible Waste (fromTsf Stations)	22,402	1,780	11,337	201	-	-	-	-	-	120	-	-	-	-	38	158	
Total	386,833	406,957	307,458	318,109	29,989	35,481	29,678	33,029	26,359	34,835	29,349	23,578	23,578	24,525	31,733	298,556	

¹ Represents non-processible waste from the City of Suffolk and City of Suffolk Contractors

² Boats, Flour, Frozen Foods, Other items too large for Suffolk Transfer Station

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
320	Regional Landfill						
	51100	Salaries Exempt	\$ 145,290	\$ 146,329	\$ 232,116	59%	6%
	51110	Salaries Non-Exempt	384,064	466,701	725,700	55%	20%
	51200	Overtime	16,404	15,000	15,000	0%	0%
	52100	Social Security/Medicare Tax	40,472	48,044	74,420	55%	2%
	52200	VRS Retirement	8,951	4,557	7,024	54%	0%
	52300	Health Insurance	114,380	142,452	200,040	40%	5%
	52400	VRS Life Insurance	6,480	7,821	12,272	57%	0%
	52600	Unemployment Insurance	1,205	1,126	823	-27%	0%
	52700	Workers Compensation	18,348	17,111	23,192	36%	1%
	53120	Security Service	79,263	81,504	81,728	0%	2%
	53130	Professional Services	1,250	-	-	N/A	0%
Note A	53140	Engineering Services	314,944	300,000	275,764	-8%	8%
	53145	Landfill Survey	5,975	15,000	15,000	0%	0%
	53160	Environmental Testing	60,734	100,000	100,000	0%	3%
	53200	Temporary Employment Services	1,599	-	-	N/A	0%
	53210	Uniform Rental	2,695	3,200	7,632	139%	0%
	53310	Maintenance Agreements	-	-	12,500	N/A	0%
	53400	Equipment Maintenance	323,768	300,000	325,000	8%	9%
	53410	Building / Site Maintenance	116,350	125,000	100,000	-20%	3%
	53420	Leachate Pumping Station	77,576	50,000	37,500	-25%	1%
	53425	Pumping & Hauling Leachate	241,427	-	-	N/A	0%
	53800	Permits	29,453	26,000	26,000	0%	1%
	53820	Suffolk Good Neighbor/Host Fee	218,658	580,000	560,000	-3%	15%
	55100	Electricity	27,893	38,000	35,000	-8%	1%
	55120	Heating/gas	3,034	3,000	3,000	0%	0%
	55130	Water / Sewer	11,304	11,500	11,500	0%	0%
	55150	Leachate Treatment	277,375	260,000	398,000	53%	11%
	55220	Radio Communications	2,489	2,500	2,500	0%	0%
	55300	Insurance/Bonding	23,232	24,684	27,348	11%	1%
	55400	Equipment Rental	29,483	35,000	35,000	0%	1%
	55510	Travel and Training	425	1,500	5,000	233%	0%
	55810	Membership & Professional Dues	400	400	400	0%	0%
	56100	Office Supplies	540	1,000	1,000	0%	0%
	56110	Dues and Subscriptions	-	-	13,000	N/A	0%
	56140	Other Operating Supplies	26,538	40,000	50,000	25%	1%
	56200	Vehicle / Equipment Fuel	116,386	195,160	224,474	15%	6%
	56220	Vehicle / Equipment Tires	26,492	25,000	25,000	0%	1%
	56300	Safety Apparel & Equipment	2,229	3,500	3,500	0%	0%
	56410	Small Equipment	600	1,500	1,500	0%	0%
		Total Expenses	\$ 2,757,704	\$ 3,072,589	\$ 3,667,933	19%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2018	FY 2019	FY 2020		
		Exempt Positions					
		Director of Environmental & Landfill	1	0	0		
		Landfill & Environmental Superintendent	1	1	1		
		Landfill Supervisor I	1	1	1		
		Heavy Equipment Manager	0	0	1		
		Non-Exempt Positions					
		Lead Equipment Mechanic	0	0	1		
		Equipment Mechanic	0	0	2		
		Heavy Equipment Operator, Sr.	3	5	4		
		Heavy Equipment Operator	5.5	5.5	7.5		
		Landfill/Environmental Support Specialist	0	0	1		
		Solid Waste Assistant	3	3	2		
		Total	14.50	15.50	20.50		



Tire Shredder

The shredding of tires started in 1988. Employees de-rim tires on site and recycle the rims. Tires are then processed through the tire shredder. The finished product is used as supplemental daily landfill cover, and used in drainage projects, pipe substrate, road base material and to repair seeps in landfill slopes.

Residents can dispose of automobile tires by bringing them to the SPSA Tire Shredder located at the Regional Landfill.

In 2019 SPSA staff developed a comprehensive and robust maintenance schedule to ensure reliable operation of the equipment used to shred tires. This maintenance schedule was developed to provide reliable service while eliminating costly downtime due to emergency repairs. Although this program has created the need to increase maintenance cost, it will prove to be cost effective by eliminating the need for costly unbudgeted emergency repairs due to lack of maintenance. The program will also provide for scheduled outages to inspect and repair wear items regularly.

Tire disposal has increased from 238,103 tires in 2014 to 458,600 tires in 2018. It is projected that the number of tires processed in 2019 will exceed 500,000. The SPSA Tire Shredding operation has the capacity to process approximately 1,000,000 tires when operating at full capacity. SPSA stands ready to provide additional capacity as required by our member communities.

Number of Tires Processed				
FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
238,103	295,000	288,600	328,900	458,600

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
330	Tire Shredder						
	51100	Salaries Exempt	\$ -	\$ -	\$ 49,920	N/A	18%
	51110	Salaries Non-Exempt	100,618	100,884	75,436	-25%	27%
	51200	Overtime	2,078	1,000	1,000	0%	0%
	52100	Social Security/Medicare Tax	7,042	7,794	9,666	24%	3%
	52200	VRS Retirement	2,095	1,190	1,480	24%	1%
	52300	Health Insurance	35,436	37,452	18,840	-50%	7%
	52400	VRS Life Insurance	1,276	1,322	1,642	24%	1%
	52600	Unemployment Insurance	211	211	118	-44%	0%
	52700	Workers Compensation	2,760	2,628	3,353	28%	1%
	53210	Uniform Rental	512	1,000	1,365	37%	0%
	53400	Equipment Maintenance	67,193	50,000	80,000	60%	28%
	53410	Building / Site Maintenance	2,586	4,000	4,000	0%	1%
	53800	Permits	3,951	4,038	4,138	2%	1%
	55100	Electricity	5,827	5,000	8,000	60%	3%
	55300	Insurance/Bonding	2,580	2,568	2,580	0%	1%
	55430	Tire De-Rimming Service	3,175	10,000	10,000	0%	4%
	56100	Office Supplies	-	200	200	0%	0%
	56140	Other Operating Supplies	289	500	500	0%	0%
	56200	Vehicle / Equipment Fuel	2,842	4,200	3,484	-17%	1%
	56220	Vehicle / Equipment Tires	-	5,000	5,000	0%	2%
	56300	Safety Apparel & Equipment	612	700	700	0%	0%
	56410	Small Equipment	478	750	750	0%	0%
		Total Expenses	\$ 241,561	\$ 240,437	\$ 282,172	17%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Tire Shredder Supervisor	0	0	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	0		
		Heavy Equipment Operator	<u>2</u>	<u>2</u>	<u>2</u>		
		Total	3	3	3		



Fleet Maintenance

The fleet maintenance department was established in 1985. There are 2 maintenance facilities: one large 14 bay facility located at the Operations Center on Victory Boulevard in Portsmouth and one 2 bay facility located at the Regional Landfill in Suffolk. The majority of the equipment is serviced and repaired at the facility in Portsmouth.

The Department provides preventive maintenance and repairs to approximately 245 pieces of rolling stock equipment. The types of equipment include track dozers and excavators, compactors, articulating dump trucks, wheeled loaders, skid steers, class 8 tractors, class 6 vehicles, trailers, pickup trucks and a variety of smaller construction equipment.

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
340	Fleet Maintenance						
	51100	Salaries Exempt	\$ 169,396	\$ 173,312	\$ 66,625	-62%	7%
	51110	Salaries Non-Exempt	741,406	788,961	568,384	-28%	59%
	51200	Overtime	15,777	7,000	10,000	43%	1%
	52100	Social Security/Medicare Tax	68,055	74,149	49,343	-33%	5%
	52200	VRS Retirement	14,197	5,052	4,071	-19%	0%
	52300	Health Insurance	163,228	182,712	117,924	-35%	12%
	52400	VRS Life Insurance	11,705	12,417	8,312	-33%	1%
	52600	Unemployment Insurance	1,260	1,197	470	-61%	0%
	52700	Workers Compensation	26,316	26,286	14,946	-43%	2%
	53170	Fire Protection	6,775	7,000	7,000	0%	1%
	53210	Uniform Rental	3,290	4,200	3,836	-9%	0%
	53400	Equipment Maintenance	22,378	18,000	18,000	0%	2%
	55300	Insurance/Bonding	19,860	19,464	18,948	-3%	2%
	55400	Equipment Rental	2,875	3,500	-	-100%	0%
	55510	Travel and Training	-	-	10,000	N/A	1%
	55700	Toll Roads	980	1,000	1,200	20%	0%
	55810	Membership & Professional Dues	395	425	1,000	135%	0%
	56100	Office Supplies	768	1,000	1,000	0%	0%
	56140	Other Operating Supplies	27,333	22,000	25,000	14%	3%
	56200	Vehicle / Equipment Fuel	7,546	15,400	13,440	-13%	1%
	56220	Vehicle / Equipment Tires	2,755	3,800	3,800	0%	0%
	56300	Safety Apparel & Equipment	2,107	3,000	3,000	0%	0%
	56410	Small Equipment	15,419	16,000	14,000	-13%	1%
		Total Expenses	\$ 1,323,821	\$ 1,385,875	\$ 960,299	-31%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2018	FY 2019	FY 2020		
		Exempt Positions					
		Fleet Manager	0	0	1		
		Vehicle/Equip. Maint. Superintendent	1	1	0		
		Vehicle/Equip. Maint. Supervisor	1	1	0		
		Non-Exempt Positions					
		Lead Equipment Mechanic	2	2	1		
		Equipment Mechanic	6	7	5		
		Field Service Mechanic	1	0	0		
		Tire Mechanic	1	1	1		
		Welder	1	1	1		
		Solid Waste Assistant	0	1	1		
		Fleet Support Specialist	1	1	1		
		Storeroom Supervisor	1	1	0		
		Storekeeper	1	1	1		
		Total	16	17	12		



Transportation

SPSA's transportation division started in 1986 and is primarily responsible for hauling processible waste from SPSA's transfer stations to the refuse derived fuel (RDF) plant, owned and operated by Wheelabrator Portsmouth, Inc., in Portsmouth.

There are 2 shifts; a daytime shift from 9 a.m. to 5 p.m. and a nighttime shift from 8 p.m. to 4 a.m. SPSA owns 43 tractors and 69 municipal solid waste trailers.

Waste Tonnages Hauled and Miles Driven					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Tons	635,602	647,247	547,706	559,065	471,876
Miles	864,995	839,166	734,062	755,962	685,715

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
350	Transportation						
	51100	Salaries Exempt	\$ 146,028	\$ 139,268	\$ 82,129	-41%	2%
	51110	Salaries Non-Exempt	1,335,822	1,334,661	1,385,345	4%	40%
	51200	Overtime	177,719	100,000	173,817	74%	5%
	52100	Social Security/Medicare Tax	122,302	120,406	125,559	4%	4%
	52200	VRS Retirement	22,864	7,431	8,565	15%	0%
	52300	Health Insurance	308,292	295,865	293,346	-1%	9%
	52400	VRS Life Insurance	18,607	18,149	17,843	-2%	1%
	52600	Unemployment Insurance	2,538	2,358	1,333	-43%	0%
	52700	Workers Compensation	66,720	70,593	77,292	9%	2%
	53210	Uniform Rental	6,056	7,800	13,670	75%	0%
	53400	Equipment Maintenance	313,376	300,000	307,500	3%	9%
	53410	Building / Site Maintenance	2,649	4,050	20,000	394%	1%
	55300	Insurance/Bonding	54,432	56,496	57,024	1%	2%
	55400	Equipment Rental	1,146	1,000	-	-100%	0%
	55700	Toll Roads	140,584	120,000	157,500	31%	5%
	56100	Office Supplies	-	500	500	0%	0%
	56110	Dues & Subscriptions	-	-	1,000	N/A	0%
	56140	Other Operating Supplies	5,154	6,500	6,500	0%	0%
	56200	Vehicle / Equipment Fuel	337,386	437,360	523,749	20%	15%
	56220	Vehicle / Equipment Tires	122,670	170,000	170,000	0%	5%
	56300	Safety Apparel & Equipment	4,675	5,000	5,000	0%	0%
		Total Expenses	\$ 3,189,021	\$ 3,197,437	\$ 3,427,672	7%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2018	FY 2019	FY 2020		
		Exempt Positions					
		Transportation Superintendent	0.5	0.5	0		
		Transportation Manager	1	1	1		
		Non-Exempt Positions					
		Lead Transfer Vehicle Operator	2	2	1		
		Transfer Vehicle Operator (TVO)	30	26	27		
		Transfer Vehicle Operator (TVO) Part time	2	2	2.5		
		Total	35.5	31.5	31.5		



Boykins Convenience Center

18448 General Thomas Highway
Boykins, Virginia

Hours of Operation:

Tuesday, Thursday, Saturday 7 a.m. – 7 p.m.
Monday, Wednesday, Friday - Closed

The Boykins Convenience Center is a citizen drop off facility manned by Southampton County and serviced by SPSA. The facility, opened in 1985, is permitted for 50 tons per day and averages 650 tons per year. SPSA utilizes two employees to service the facility. SPSA is responsible for dumping the containers, and maintaining the facility equipment, buildings and grounds. The facility has one 40 yard compactor and two 40 yard open top containers for residential and municipal dumping. SPSA owns the improvements on the land which is leased to SPSA by a private citizen. The lease was renewed for 10 years effective April 1, 2016.

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
361	Boykins Convenience Center						
	53320	Grounds Maintenance	\$ 3,323	\$ 4,650	\$ 4,650	0%	19%
	53400	Equipment Maintenance	-	1,500	1,500	0%	6%
	53410	Building / Site Maintenance	2,352	4,900	8,400	71%	34%
	53800	Permits	4,829	4,936	4,936	0%	20%
	55100	Electricity	1,020	1,200	1,200	0%	5%
	55300	Insurance/Bonding	324	312	372	19%	1%
	55420	Land Lease Payment	3,500	3,500	3,500	0%	14%
	56140	Other Operating Supplies	67	280	260	-7%	1%
		Total Expenses	\$ 15,415	\$ 21,278	\$ 24,818	17%	100%



Chesapeake Transfer Station

901 Hollowell Lane
Chesapeake, Virginia

Hours of Operation:

Monday - Friday 8 a.m. – 5 p.m.
Saturday 8 a.m. - Noon

The transfer station was built in 1984 and is located on a 4.75 acre parcel of land west of Greenbrier Parkway in the City of Chesapeake. The transfer station utilizes a bi-level, non-compacted, direct dump design consisting of one refuse hopper and a tipping area on the upper level and a “load out” area on the lower level.

SPSA owns the improvements on the land which is leased from the City of Chesapeake. The lease expires January 25, 2023 and may be extended for four (4) renewal periods of five (5) years.

Waste Tonnages Received					
Waste Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Municipal	84,004	83,311	85,953	85,490	83,423
Navy	0	0	32	0	0
Commercial	58,732	57,719	49,653	51,563	39,036
Total	142,736	141,030	135,638	137,053	122,459

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
362	Chesapeake Transfer Station						
	51100	Salaries Exempt	\$ 69,445	\$ 70,474	\$ 72,978	4%	11%
	51110	Salaries Non-Exempt	180,601	183,642	198,044	8%	31%
	51200	Overtime	16,119	13,000	30,000	131%	5%
	52100	Social Security/Medicare Tax	19,676	20,434	23,028	13%	4%
	52200	VRS Retirement	3,967	1,354	1,786	32%	0%
	52300	Health Insurance	65,118	67,664	65,711	-3%	10%
	52400	VRS Life Insurance	3,226	3,314	3,550	7%	1%
	52600	Unemployment Insurance	427	427	241	-44%	0%
	52700	Workers Compensation	7,344	7,041	7,050	0%	1%
	53210	Uniform Rental	1,406	1,204	3,100	157%	0%
	53320	Grounds Maintenance	7,670	11,800	11,800	0%	2%
	53400	Equipment Maintenance	54,296	40,000	44,000	10%	7%
	53410	Building / Site Maintenance	37,431	53,000	50,000	-6%	8%
	53800	Permits	4,829	4,936	5,057	2%	1%
	55100	Electricity	10,223	11,000	11,000	0%	2%
	55130	Water / Sewer	1,357	1,300	1,300	0%	0%
	55220	Radio Communications	-	1,500	1,500	0%	0%
	55300	Insurance/Bonding	7,860	7,752	8,388	8%	1%
	55510	Travel and Training	225	350	350	0%	0%
	56100	Office Supplies	241	400	400	0%	0%
	56140	Other Operating Supplies	1,171	2,500	2,500	0%	0%
	56200	Vehicle / Equipment Fuel	24,759	35,700	36,918	3%	6%
	56220	Vehicle / Equipment Tires	61,801	62,000	62,000	0%	10%
	56300	Safety Apparel & Equipment	1,565	2,000	1,500	-25%	0%
		Total Expenses	\$ 580,757	\$ 602,792	\$ 642,201	7%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Transfer Station Manager	0	0	0.14		
		Transfer Station Superintendent	0.07	0.07	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	2	2	2		
		Solid Waste Assistant	2	2	2		
		Total	6.07	6.07	6.14		



Franklin Transfer Station

30521 General Thomas Highway
Franklin, Virginia

Hours of Operation:

Monday - Friday 8 a.m. – 3 p.m.
Saturday 8 a.m. - Noon

The station was opened in 1985 and is permitted for 150 tons per day and capable of storing 50 tons at any one time. The station averages 22,500 tons per year. The station utilizes a drop and hook operation and the waste is hauled to the Regional Landfill by SPSA.

SPSA owns the land and improvements of this transfer station.

Waste Tonnages Received					
Waste Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Municipal	11,796	12,129	12,516	12,725	12,109
Commercial	9,164	10,545	9,244	9,092	8,196
Total	20,960	22,674	21,760	21,817	20,305

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
363	Franklin Transfer Station						
	51100	Salaries Exempt	\$ 34,105	\$ 35,006	\$ 37,728	8%	13%
	51110	Salaries Non-Exempt	100,348	98,107	114,071	16%	38%
	51200	Overtime	289	575	575	0%	0%
	52100	Social Security/Medicare Tax	10,071	10,227	11,657	14%	4%
	52200	VRS Retirement	2,375	1,058	1,288	22%	0%
	52300	Health Insurance	29,984	30,349	29,480	-3%	10%
	52400	VRS Life Insurance	1,699	1,741	1,989	14%	1%
	52600	Unemployment Insurance	269	251	143	-43%	0%
	52700	Workers Compensation	3,708	3,599	3,569	-1%	1%
	53210	Uniform Rental	985	1,052	1,950	85%	1%
	53320	Grounds Maintenance	3,283	4,550	4,550	0%	2%
	53400	Equipment Maintenance	17,693	14,000	14,000	0%	5%
	53410	Building / Site Maintenance	16,784	29,000	33,300	15%	11%
	53800	Permits	4,829	4,936	5,057	2%	2%
	55100	Electricity	1,663	2,200	2,200	0%	1%
	55220	Radio Communications	762	1,200	900	-25%	0%
	55300	Insurance/Bonding	4,980	5,004	5,220	4%	2%
	55510	Travel and Training	325	350	975	179%	0%
	56100	Office Supplies	284	350	350	0%	0%
	56140	Other Operating Supplies	659	300	600	100%	0%
	56200	Vehicle / Equipment Fuel	7,773	11,760	11,951	2%	4%
	56220	Vehicle / Equipment Tires	8,660	14,000	14,000	0%	5%
	56300	Safety Apparel & Equipment	656	900	900	0%	0%
		Total Expenses	\$ 252,183	\$ 270,515	\$ 296,453	10%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Transfer Station Manager	0	0	0.14		
		Transfer Station Superintendent	0.07	0.07	0.00		
		Transfer Station Supervisor	0.5	0.5	0.5		
	Transfer Station Supervisor is responsible for overseeing the Franklin and Isle of Wight Transfer Stations.						
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	<u>2</u>	<u>2</u>	<u>2</u>		
		Total	3.57	3.57	3.64		



Isle of Wight Transfer Station

13191 Foursquare Road
Smithfield, Virginia

Hours of Operation:

Monday - Friday 8 a.m. – 3 p.m.
Saturday 8 a.m. - Noon

The station was opened in 1985 and has three employees and one supervisor who also supervises the Franklin Transfer Station. The station is permitted for 150 tons per day and averages 27,000 tons per year. The station utilizes a drop and hook operation and the waste is hauled to the Regional Landfill by SPSA.

SPSA owns the improvements on the land which is leased to SPSA by Isle of Wight County. The lease expires January 25, 2023 and may be extended for four (4) renewal periods of five (5) years.

Waste Tonnages Received					
Waste Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Municipal	16,959	15,796	16,198	15,058	16,133
Commercial	6,465	6,434	7,732	5,189	3,567
Total	23,424	22,230	23,930	20,247	19,700

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
364	Isle of Wight Transfer Station						
	51100	Salaries Exempt	\$ 34,105	\$ 35,006	\$ 37,728	8%	12%
	51110	Salaries Non-Exempt	113,034	115,409	130,409	13%	41%
	51200	Overtime	145	500	500	0%	0%
	52100	Social Security/Medicare Tax	10,533	11,545	12,900	12%	4%
	52200	VRS Retirement	2,263	691	837	21%	0%
	52300	Health Insurance	41,800	44,162	42,878	-3%	14%
	52400	VRS Life Insurance	1,913	1,967	2,203	12%	1%
	52600	Unemployment Insurance	251	251	143	-43%	0%
	52700	Workers Compensation	4,176	4,043	3,949	-2%	1%
	53210	Uniform Rental	737	1,260	1,480	17%	0%
	53320	Grounds Maintenance	2,998	4,550	4,550	0%	1%
	53400	Equipment Maintenance	39,241	17,000	17,000	0%	5%
	53410	Building / Site Maintenance	6,058	24,000	27,250	14%	9%
	53800	Permits	4,829	4,936	5,057	2%	2%
	55100	Electricity	1,822	2,500	2,200	-12%	1%
	55220	Radio Communications	762	1,000	1,000	0%	0%
	55300	Insurance/Bonding	3,252	3,264	3,552	9%	1%
	55510	Travel and Training	31	120	120	0%	0%
	56100	Office Supplies	125	280	270	-4%	0%
	56140	Other Operating Supplies	682	490	470	-4%	0%
	56200	Vehicle / Equipment Fuel	4,677	7,280	6,706	-8%	2%
	56220	Vehicle / Equipment Tires	7,890	14,000	14,000	0%	4%
	56300	Safety Apparel & Equipment	920	1,000	990	-1%	0%
		Total Expenses	\$ 282,244	\$ 295,254	\$ 316,192	7%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Transfer Station Manager	0	0	0.14		
		Transfer Station Superintendent	0.07	0.07	0.00		
		Transfer Station Supervisor	0.5	0.5	0.5		
	Transfer Station Supervisor is responsible for overseeing the Franklin and Isle of Wight Transfer Stations.						
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	<u>2</u>	<u>2</u>	<u>2</u>		
		Total	3.57	3.57	3.64		



Ivor Convenience Center

36439 General Mahone Boulevard
Ivor, Virginia

Hours of Operation:

Wednesday, Friday, Sunday 7 a.m. – 7 p.m.
Monday, Tuesday, Thursday, Saturday - Closed

The Ivor Convenience Center is a citizen drop off facility manned by Southampton County and serviced by SPSA. The facility was opened in 1985 and is permitted to accept 30 tons per day but averages 650 tons per year. SPSA is responsible for dumping the containers, and maintaining the facility equipment, buildings and grounds. The facility has one 40 yard compactor and two 40 yard open top containers for residential and municipal dumping. SPSA owns the land and improvements of this transfer station.

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
365		Ivor Convenience Center					
	53320	Grounds Maintenance	\$ 4,465	\$ 6,967	\$ 6,967	0%	32%
	53400	Equipment Maintenance	-	1,500	1,500	0%	7%
	53410	Building / Site Maintenance	5,557	3,500	6,900	97%	31%
	53800	Permits	4,829	4,936	5,057	2%	23%
	55100	Electricity	1,115	1,400	1,300	-7%	6%
	55300	Insurance/Bonding	84	84	84	0%	0%
	56140	Other Operating Supplies	72	240	230	-4%	1%
		Total Expenses	\$ 16,121	\$ 18,627	\$ 22,038	18%	100%



Landstown Transfer Station

1825 Concert Drive
Virginia Beach, Virginia

Hours of Operation:

Monday - Friday 8 a.m. – 5 p.m.
Saturday 8 a.m. - Noon

The Landstown Transfer Station opened January 1993. The station has a design capacity of 1500 tons per day and currently averages 920 tons per day. The Landstown transfer station operates 24 hours per day with the exception of Sunday. Waste is collected and stored on the tipping floor throughout the day then hauled at night. This hauling arrangement enables SPSA to benefit from less traffic congestion at night making hauling faster and easier. Additionally by storing waste during the day we free up the tractors and trailers so they can haul from the stations that can't store the waste during the day.

SPSA owns the improvements on the land which is leased to SPSA by the City of Va. Beach. The current lease expires December 30, 2047.

Waste Tonnages Received					
Waste Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Municipal	96,868	100,849	101,492	97,189	94,897
Navy	1,480	1,884	1,712	1,856	1,765
Commercial	71,120	74,233	59,822	64,586	51,034
Total	169,468	176,966	163,026	163,631	147,696

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
366	Landstown Transfer Station						
	51100	Salaries Exempt	\$ 80,443	\$ 79,818	\$ 82,608	3%	7%
	51110	Salaries Non-Exempt	294,337	299,934	325,711	9%	29%
	51200	Overtime	12,341	14,500	16,000	10%	1%
	52100	Social Security/Medicare Tax	26,875	30,160	32,460	8%	3%
	52200	VRS Retirement	6,397	2,633	2,911	11%	0%
	52300	Health Insurance	133,291	137,564	129,573	-6%	12%
	52400	VRS Life Insurance	4,801	4,932	5,349	8%	0%
	52600	Unemployment Insurance	642	639	359	-44%	0%
	52700	Workers Compensation	10,788	10,331	9,937	-4%	1%
	53210	Uniform Rental	1,999	3,100	4,100	32%	0%
	53320	Grounds Maintenance	29,144	35,450	35,450	0%	3%
	53400	Equipment Maintenance	84,586	60,000	61,500	3%	5%
	53410	Building / Site Maintenance	107,525	97,332	108,000	11%	10%
	53800	Permits	4,829	4,936	5,057	2%	0%
	55100	Electricity	39,594	41,000	43,000	5%	4%
	55130	Water / Sewer	13,735	14,000	15,000	7%	1%
	55220	Radio Communications	2,199	2,000	2,000	0%	0%
	55300	Insurance/Bonding	15,456	14,892	16,068	8%	1%
	55510	Travel and Training	128	450	450	0%	0%
	56100	Office Supplies	343	500	450	-10%	0%
	56140	Other Operating Supplies	1,665	1,900	1,900	0%	0%
	56200	Vehicle / Equipment Fuel	32,375	46,900	41,902	-11%	4%
	56220	Vehicle / Equipment Tires	179,072	180,000	180,000	0%	16%
	56300	Safety Apparel & Equipment	2,546	2,900	2,900	0%	0%
		Total Expenses	\$ 1,085,113	\$ 1,085,871	\$ 1,122,685	3%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2018	FY 2019	FY 2020		
		Exempt Positions					
		Transfer Station Manager	0	0	0.15		
		Transfer Station Superintendent	0.08	0.08	0.00		
		Transfer Station Supervisor	1	1	1		
		Non-Exempt Positions					
		Heavy Equipment Operator, Sr.	3	3	3		
		Heavy Equipment Operator	3	3	4		
		Solid Waste Assistant	2	2	1		
		Total	9.08	9.08	9.15		



Norfolk Transfer Station

3136 Woodland Avenue
Norfolk, Virginia

Hours of Operation:

Monday - Friday 8 a.m. – 5 p.m.
 Saturday (commercial only) 8 a.m. - Noon
 Saturday and

Sunday (Norfolk residents only) Noon - 4 p.m.

The Transfer Station opened for operation in 1985 and is designed to handle 1300 tons of waste a day and capable of storing 450 tons at any one time

SPSA owns the land and improvements on this property.

Waste Tonnages Received					
Waste Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Municipal	70,238	72,430	77,930	73,836	71,698
Navy	13,965	13,792	14,479	14,836	15,226
Commercial	131,254	131,985	103,566	107,667	75,774
Total	215,457	218,208	195,975	196,339	162,698

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
367	Norfolk Transfer Station						
	51100	Salaries Exempt	\$ 76,086	\$ 79,361	\$ 74,878	-6%	8%
	51110	Salaries Non-Exempt	245,089	212,084	240,730	14%	26%
	51200	Overtime	33,241	30,000	28,000	-7%	3%
	52100	Social Security/Medicare Tax	26,586	24,591	26,286	7%	3%
	52200	VRS Retirement	5,817	1,787	1,780	0%	0%
	52300	Health Insurance	77,436	68,960	66,999	-3%	7%
	52400	VRS Life Insurance	4,550	3,815	4,134	8%	0%
	52600	Unemployment Insurance	799	498	280	-44%	0%
	52700	Workers Compensation	12,192	8,453	8,047	-5%	1%
	53210	Uniform Rental	1,932	2,750	4,100	49%	0%
	53320	Grounds Maintenance	10,840	15,000	15,000	0%	2%
	53400	Equipment Maintenance	90,440	70,000	71,750	3%	8%
	53410	Building / Site Maintenance	78,864	60,000	75,725	26%	8%
	53800	Permits	4,829	4,936	5,057	2%	1%
	55100	Electricity	25,085	30,000	28,000	-7%	3%
	55130	Water / Sewer	5,380	6,000	6,000	0%	1%
	55220	Radio Communications	410	1,000	1,000	0%	0%
	55300	Insurance/Bonding	16,296	15,144	16,596	10%	2%
	55510	Travel and Training	50	300	300	0%	0%
	56100	Office Supplies	342	900	900	0%	0%
	56140	Other Operating Supplies	1,961	2,300	2,300	0%	0%
	56200	Vehicle / Equipment Fuel	42,458	66,080	47,105	-29%	5%
	56220	Vehicle / Equipment Tires	198,755	205,000	205,000	0%	22%
	56300	Safety Apparel & Equipment	2,216	3,000	2,500	-17%	0%
	56410	Small Equipment	-	3,000	-	-100%	0%
		Total Expenses	\$ 961,653	\$ 914,959	\$ 932,467	2%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Transfer Station Manager	0	0	0.15		
		Transfer Station Superintendent	0.08	0.08	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	4	2	2		
		Heavy Equipment Operator	3	3	3		
		Solid Waste Assistant	2	1	1		
		Total	10.08	7.08	7.15		



Oceana Transfer Station

2025 Virginia Beach Boulevard
Virginia Beach, Virginia

Hours of Operation:

Monday-Friday 6 a.m. – 3 p.m.

Saturday (April – September) 8 a.m. – Noon

Not Available to General Public

The Transfer Station was built by the City of Virginia Beach and opened in 1982. In 1987, SPSA bought the station for \$1,000,000 and pays \$1.00 a year lease for the land. Major maintenance was completed at the station in 2011. The station has a design capacity of 500 tons per day with the capability of storing 450 tons at any one time. The station incorporates a drop and hook system which improves efficiency by allowing for the waste on the floor to be removed quickly and placed in staged trailers for hauling at a later time thus keeping the floor clear for arriving customers whereby reducing wait times for dumping. The station does not accept waste from residential customers. The property is owned by the Virginia Department of Transportation (VDOT) and SPSA operates through a "permit" from VDOT. The lease can be terminated by VDOT upon 30 days' notice to SPSA. SPSA owns the improvements.

Waste Tonnages Received					
Waste Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Municipal	27,593	26,178	26,211	26,897	27,539
Navy	2,502	2,372	2,359	2,291	2,577
Commercial	58,587	55,411	46,166	47,109	39,921
Total	88,682	83,961	74,736	76,297	70,037

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
368	Oceana Transfer Station						
	51100	Salaries Exempt	\$ 53,151	\$ 61,803	\$ 66,571	8%	12%
	51110	Salaries Non-Exempt	156,012	153,306	167,323	9%	30%
	51200	Overtime	725	1,500	1,500	0%	0%
	52100	Social Security/Medicare Tax	15,173	16,571	18,008	9%	3%
	52200	VRS Retirement	3,341	1,172	1,341	14%	0%
	52300	Health Insurance	52,282	55,015	59,261	8%	11%
	52400	VRS Life Insurance	2,706	2,795	3,064	10%	1%
	52600	Unemployment Insurance	356	357	201	-44%	0%
	52700	Workers Compensation	5,952	5,738	5,513	-4%	1%
	53210	Uniform Rental	1,110	1,500	3,660	144%	1%
	53320	Grounds Maintenance	11,870	13,740	13,740	0%	2%
	53400	Equipment Maintenance	46,124	35,000	49,000	40%	9%
	53410	Building / Site Maintenance	14,777	44,403	57,676	30%	10%
	53800	Permits	4,829	4,936	5,057	2%	1%
	55100	Electricity	2,202	3,000	3,000	0%	1%
	55130	Water / Sewer	8,124	8,642	8,900	3%	2%
	55220	Radio Communications	-	1,000	1,000	0%	0%
	55300	Insurance/Bonding	5,168	4,524	5,348	18%	1%
	55510	Travel and Training	50	300	300	0%	0%
	56100	Office Supplies	111	350	350	0%	0%
	56140	Other Operating Supplies	1,000	1,200	1,200	0%	0%
	56200	Vehicle / Equipment Fuel	13,424	21,280	20,190	-5%	4%
	56220	Vehicle / Equipment Tires	62,913	66,000	66,000	0%	12%
	56300	Safety Apparel & Equipment	631	1,400	1,400	0%	0%
		Total Expenses	\$ 462,031	\$ 505,532	\$ 559,603	11%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Transfer Station Manager	0	0	0.14		
		Transfer Station Superintendent	0.07	0.07	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	2	2	2		
		Solid Waste Assistant	1	1	1		
		Total	5.07	5.07	5.14		



Suffolk Transfer Station

1 Bob Foeller Drive
Suffolk, Virginia

Hours of Operation:

Monday - Friday 8 a.m. – 4 p.m.
Saturday 8 a.m. - Noon

The Suffolk Transfer Station opened in April 2005. The station is permitted for 1300 tons per day but averages 350 tons per day.

SPSA owns the land and improvements for this property.

Waste Tonnages Received					
Waste Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Municipal	41,943	44,568	47,870	51,909	51,770
Navy	47	6	38	422	256
Commercial	19,997	20,500	17,192	18,276	14,741
Total	61,988	65,075	65,100	70,607	66,767

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
369	Suffolk Transfer Station						
	51100	Salaries Exempt	\$ 81,404	\$ 82,970	\$ 83,546	1%	17%
	51110	Salaries Non-Exempt	151,034	154,993	165,928	7%	34%
	51200	Overtime	2,308	3,000	2,700	-10%	1%
	52100	Social Security/Medicare Tax	16,857	18,434	19,291	5%	4%
	52200	VRS Retirement	3,538	1,084	1,467	35%	0%
	52300	Health Insurance	54,815	56,948	56,891	0%	12%
	52400	VRS Life Insurance	2,990	3,086	3,268	6%	1%
	52600	Unemployment Insurance	435	357	201	-44%	0%
	52700	Workers Compensation	6,480	6,366	5,906	-7%	1%
	53210	Uniform Rental	1,219	1,235	2,625	113%	1%
	53400	Equipment Maintenance	35,720	35,000	42,000	20%	9%
	53410	Building / Site Maintenance	21,785	25,378	22,878	-10%	5%
	53800	Permits	4,829	4,936	5,057	2%	1%
	55100	Electricity	19,173	16,775	20,000	19%	4%
	55220	Radio Communications	740	1,000	1,000	0%	0%
	55300	Insurance/Bonding	9,168	8,904	9,588	8%	2%
	55510	Travel and Training	225	300	300	0%	0%
	56100	Office Supplies	104	250	250	0%	0%
	56140	Other Operating Supplies	1,577	2,800	2,800	0%	1%
	56200	Vehicle / Equipment Fuel	13,303	18,676	17,080	-9%	4%
	56220	Vehicle / Equipment Tires	17,006	22,000	22,000	0%	5%
	56300	Safety Apparel & Equipment	378	1,100	1,100	0%	0%
		Total Expenses	\$ 445,087	\$ 465,592	\$ 485,876	4%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2018	FY 2019	FY 2020		
	Exempt Positions						
		Transfer Station Manager	0	0	0.14		
		Transfer Station Superintendent	0.07	0.07	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	1	1	2		
		Solid Waste Assistant	<u>2</u>	<u>2</u>	<u>1</u>		
		Total	5.07	5.07	5.14		



Scalehouse Operations

Scalehouse Operations is responsible for ensuring the accurate measurement of solid waste flowing through SPSA's transfer stations to the Regional Landfill in Suffolk and the Wheelabrator RDF Plant in Portsmouth; and the revenue generated from the disposal of waste. Scale Attendants man the scalehouses at the Chesapeake, Landstown, Norfolk, Oceana, and the Suffolk Regional Landfill/Transfer Station. The scalehouses in Franklin and Isle of Wight are manned by the transfer station staff.

Norfolk, Oceana, and the Suffolk Regional Landfill/Transfer Station. The scalehouses in Franklin and Isle of Wight are manned by the transfer station staff.

SPSA's Scale Attendants operate the scale recording devices to capture truck weights and process transactions including truck information, customer account information, type of waste and associated tipping fee rate, methods of payment and the processing of credit cards. These transactions are uploaded into SPSA's Accounting software for the purpose of billing SPSA's customers.

Scale attendants handle phone calls to the various stations as well as face to face interactions with our municipalities, residents and private haulers to ensure that only solid waste that meets SPSA's standard is accepted for disposal at our facilities.

Number of Transactions Processed					
Scalehouse	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Chesapeake Transfer Station	41,205	42,521	44,671	48,345	46,714
Franklin Transfer Station	11,000	11,814	10,646	10,998	10,749
Isle of Wight Transfer Station	13,807	14,869	15,610	16,246	13,641
Landstown Transfer Station	59,198	58,688	57,411	64,439	61,657
Norfolk Transfer Station	67,119	66,347	67,039	67,816	60,611
Oceana Transfer Station	14,561	13,351	11,737	11,726	12,224
Suffolk Transfer Station	42,856	42,277	45,588	50,290	47,539
Suffolk Regional Landfill	37,683	30,211	31,513	24,116	23,900
Tire Shredder	1,898	2,032	2,170	2,313	2,984
BiMetals	1,754	1,597	0	0	0
Refuse Derived Fuel (RDF) Plant	<u>57,970</u>	<u>59,343</u>	<u>55,363</u>	<u>52,014</u>	<u>27,508</u>
TOTALS	349,051	343,050	341,748	348,303	307,527

Cost Center	Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	% Change	% Total
370	Scalehouse Operations						
	51110	Salaries Non-Exempt	\$ 353,986	\$ 371,108	\$ 422,433	14%	68%
	51200	Overtime	47,126	35,000	20,000	-43%	3%
	52100	Social Security/Medicare Tax	28,978	31,067	33,846	9%	5%
	52200	VRS Retirement	4,220	1,516	1,674	10%	0%
	52300	Health Insurance	90,428	91,596	117,894	29%	19%
	52400	VRS Life Insurance	3,545	3,790	4,229	12%	1%
	52600	Unemployment Insurance	813	845	549	-35%	0%
	52700	Workers Compensation	228	244	279	14%	0%
	53210	Uniform Rental	458	832	576	-31%	0%
	53410	Building / Site Maintenance	4,714	5,000	5,000	0%	1%
	55300	Insurance/Bonding	4,812	4,692	4,884	4%	1%
	55510	Travel and Training	402	500	250	-50%	0%
	56100	Office Supplies	2,404	4,000	4,000	0%	1%
	56140	Other Operating Supplies	4,442	5,000	5,000	0%	1%
		Total Expenses	\$ 546,556	\$ 555,190	\$ 620,614	12%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2018	FY 2019	FY 2020		
	Non-Exempt Positions						
		Lead Scale Attendant	2	2	2		
		Scale Attendant	7	7	8		
		Scale Attendant Part time	<u>2.25</u>	<u>2.25</u>	<u>3</u>		
		Total	11.25	11.25	13		

Object	Line Item Description	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget	% Change	% Total
Contracted Waste Disposal							
59110	Service Fee to Wheelabrator Portsmouth						
	Annual Fee Paid over 12 Months	14,677,419	-	-	-	N/A	
	Less: Steam Energy Revenue	(540,177)	-	-	-	N/A	
	Less: SPSA Hauling Fee	(1,695,361)	-	-	-	N/A	
	Less: Loading Fee	(167,805)	-	-	-	N/A	
	Less: Proprietary Waste Revenue	(71,206)	-	-	-	N/A	
	Less: Fuel Surcharge	(85,549)	-	-	-	N/A	
	Less: Overtime Per Addendum 4	(30,473)	-	-	-	N/A	
	Less: Cost for Ash Disposal	(507,266)	-	-	-	N/A	
	Less: Diverted Waste Disposed by SPSA	(10,736)	-	-	-	N/A	
	Net Fee to Wheelabrator	11,568,847	-	-	-	-100%	0%
59110	Waste Disposal Costs	5,140,468	11,166,284	12,526,869	12,866,035	15%	67%
59120	Waste Hauling & Disposal Agreement	2,721,137	5,940,546	7,381,540	6,429,162	8%	33%
	Total Contracted Waste Disposal	\$ 19,430,452	\$ 17,106,830	\$ 19,908,409	\$ 19,295,197	13%	100%
Capital Improvement / Equipment Replacement							
59000	Capital Expenses / Equipment Replacement	\$ 4,948,023	\$ 5,714,723	\$ 5,888,104	\$ 3,500,000	-39%	100%
Debt Service							
59410	Debt Service	\$ 2,559,277	\$ -	\$ -	\$ -	N/A	N/A
Deposit to Reserves and Trust Funds							
59200	Reserves for Landfill Closure/Expansion	\$ -	\$ 3,405,939	\$ 3,405,939	\$ 4,338,750	27%	99.9%
59220	Suffolk Environmental Trust Fund	5,000	5,000	5,000	5,000	0%	0.1%
	Total Reserves and Trust Fund Deposits	\$ 5,000	\$ 3,410,939	\$ 3,410,939	\$ 4,343,750	27%	100%

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Strategic Operating Plan

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- Strategic Operating Plan

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STRATEGIC OPERATING PLAN

MEMBER MUNICIPALITIES:

CITIES OF CHESAPEAKE, FRANKLIN, NORFOLK,
PORTSMOUTH, SUFFOLK AND VIRGINIA BEACH,
AND THE COUNTIES OF ISLE OF WIGHT AND
SOUTHAMPTON

Effective April 24, 2019

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Appendix A: Definitions

Appendix B: Northwest River Watershed

STRATEGIC OPERATING PLAN

SOUTHEASTERN PUBLIC SERVICE AUTHORITY

1.0 INTRODUCTION

The Southeastern Public Service Authority of Virginia (“SPSA” or the “Authority”) is a public body politic and corporate and a political subdivision of the Commonwealth of Virginia. SPSA was created in 1976 under the Virginia Water and Waste Authorities Act for the purpose of operating a regional solid waste disposal system for its eight (8) members including the Cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk and Virginia Beach and the Counties of Isle Of Wight and Southampton (the “Member Localities”).

This Strategic Operating Plan (“SOP”) describes and outlines SPSA’s operations and responsibilities as it pertains to the region’s solid waste disposal system. This SOP will be reviewed by the Board of Directors of SPSA on at least an annual basis and, in connection with such reviews, may be revised, amended and/or modified by the Board of Directors in accordance with the terms of Section 10.0 below. This SOP is attached to and incorporated by reference in the Use & Support Agreements effective January 25, 2018.

- Core Purpose: Management of safe and environmentally sound disposal of regional waste.
- Philosophy: SPSA will be a service-oriented, quality-focused organization that continually seeks improvement and cost effectiveness.
- Core Values: Integrity, excellence, accountability, cooperation, teamwork.
- Core Business: Create, manage and maintain an infrastructure for the disposal of regional waste, including through the operation and management of the regional landfill and all transfer stations and other delivery points, and provide for the transportation of waste.

Certain capitalized terms not otherwise defined in this SOP have the meanings set forth in Appendix A attached hereto.

2.0 GUIDING PRINCIPLES

SPSA is a service organization that provides waste disposal and associated services to its member communities – the Member Localities – and other users of its Disposal System. **SPSA’s single most important priority is to satisfy the waste-disposal needs of the Member Localities, and accordingly SPSA’s primary guiding principle is to endeavor, at all times, to provide the highest quality of services in meeting such member needs at the lowest reasonable cost.** Other

principles, policies and procedures that SPSA has adopted to fulfill its highest priority, as stated above, include among others the following:

- SPSA will plan, construct and operate its Disposal System in a manner designed to ensure that Member Localities have viable, cost-effective Solid Waste disposal options for at least the next 20-plus years, consistent with the requirements of the Regional Solid Waste Management Plan for Southeastern Virginia and will periodically reevaluate/reassess (and as and when necessary and appropriate modify) its Disposal System to ensure that SPSA is adapting to evolving waste-disposal needs of its Member Localities.
- SPSA will continually perform internal reviews, and adapt its policies and procedures as appropriate, in a manner designed to ensure it is utilizing best management practices in all facets of its operation of the Disposal System to ensure the highest level of service at the lowest reasonable cost.
- SPSA previously implemented and will continue to maintain an overall “Five-Year Strategic Plan”, which is and will continue to be reviewed annually by Executive Staff and the Board of Directors to determine whether amendments are appropriate.
- SPSA recognizes the differences in the waste-disposal needs of its Member Localities and strives to satisfy differing member needs in a cost-effective way. Said differently, SPSA realizes that a “one-size-fits-all” approach is insufficient given the divergent requirements of its members and, where possible in a cost-effective and efficient manner, identifies and implements procedures to address specific member needs. One example of such current measures utilized by SPSA is its flexibility with regard to its Delivery Points (transfer stations): its Member Localities typically utilize the Delivery Point(s) that are most convenient for their drivers, whether or not those stations fall within the geographic boundaries of the given member. Furthermore, SPSA will continually assess and adapt to changing member requirements through the implementation of new/additional procedures as appropriate.
- SPSA regularly considers using third-party vendors when it is likely to result in reduced operating costs or other efficiencies. SPSA issues requests for proposals (RFPs) where appropriate that, among other benefits, are designed to ensure the best “outsourced” services at the lowest costs. Recent examples include: Liability and Property Insurance; Auditing Services; Health Insurance; Computer Software; and Financial/Banking Services. Going forward, SPSA will continue evaluating the use of third-parties where it identifies potential reductions in costs and/or other efficiencies through such outsourced services.
- SPSA has not received any Public-Private Educational Facilities Infrastructure Act (“PPEA”) proposals since the Suffolk Energy Partners proposal regarding the purchase/sale of landfill gas (described below). However, Executive Staff recently

updated SPSA's own PPEA Guidelines to ensure compliance with the latest regulatory guidance, and the Board of Directors and Executive Staff will continue to accept and consider PPEA proposals as and when they are received.

- Consistent with other regulatory requirements, SPSA engages and will continue to engage outside expert services to evaluate and report, at least annually, on available capacity at the Regional Landfill, including estimates as to the remaining "expected life" of the facility, taking into consideration -- and projecting -- future changes in the quantity of waste disposed of in its landfill.
- SPSA maintains records of its costs, revenue, debt (if applicable) and capital expenses by fiscal year for each operating program, as well as records of costs for each individual capital project. These records are maintained in accordance with customary business and accounting practices, and such financial records are reported on -- with relevant supporting information provided -- monthly during regular Board meetings. This detailed financial record-keeping also facilitates SPSA's preparation of reliable, accurate and balanced annual budgets, and will remain a fundamental aspect of SPSA administration at all times going forward.
- As of January 25, 2018, SPSA is debt free. However, if applicable in the future, SPSA will maintain a detailed Financing Plan that includes a plan for the retirement of all outstanding debt and a plan for the funding of all planned capital projects. The Financing Plan is approved by the Board of Directors each year, including any funds designated for capital projects, and reports regarding SPSA's compliance with the Plan are and will continue to be provided to the Board on a regular basis. Similarly, the Debt Retirement Plan is approved each year by the Board as part of SPSA's annual budget. All Plans are and, to the extent appropriate, will continue to be reviewed annually by a certified public accounting firm as part of SPSA's annual financial audit.
- In addition to its financial audits, SPSA may also from time to time, where circumstances warrant or where Executive Staff or the Board of Directors otherwise deem it appropriate or beneficial to the organization, conduct independent performance audits with respect to its operations.
- Contrary to SPSA policy for much of its existence before 2010, under current Board and Executive Staff leadership SPSA has not issued any debt whatsoever and, moreover, current policy favors avoiding new debt in favor of a "pay-as-you-go" practice for even its most significant capital improvements. Furthermore, consistent with applicable law, SPSA has implemented and will continually maintain in effect appropriate policies to (i) prohibit the issuance of long-term bond indebtedness to fund operational expenses and (ii) require that, prior to issuance of new debt, the Board of Directors perform a due diligence investigation regarding the appropriateness of issuing the debt, including an analysis of the costs of repaying the debt, which would then be certified by an external certified public accountant, reviewed by the Board and,

finally, subjected to a vote requiring a minimum approval of seventy-five percent (75%) of the Board of Directors.

- SPSA strives to maintain its operations through staffing that reliably provides SPSA services to the Member Localities, and other users of the Disposal System, with the lowest “headcount” reasonably possible in light of its obligations. Personnel and staffing needs are evaluated constantly and changes are and will continue to be made promptly as and when circumstances require.
- SPSA has embraced the guiding principle of openness and transparency in its operations and management. Executive Staff and legal counsel update the Board of Directors and, where appropriate, the Member Localities on at least a monthly basis with regard to all material developments, whether in operations, relations with the Members themselves and/or with vendors and other customers, such as the United States Navy. Where an issue arises in any of these relationships, Executive Staff, the Board and counsel thoughtfully evaluate the range of possible solutions, as well as the applicable costs and other implications of the situation, before arriving at a decision on how to best address the matter. SPSA will continually endeavor to ensure that its Board is the most informed and involved governmental agency in the region.
- SPSA is well-positioned to monitor, evaluate and adapt to changes in the waste disposal industry, and regularly seeks and will continue to request external, expert guidance on emerging technologies and other relevant developments in its field, with the enduring goal of maintaining state-of-the-art, efficient and effective operations in performing its services to the Member Localities and otherwise carrying out its mission.
- As noted above, SPSA’s core purpose is management of safe and environmentally sound disposal of regional waste, and SPSA devotes the majority of its time and effort to activities associated with its purpose. Of course, to the extent not inconsistent with that core purpose, SPSA may from time to time consider implementation and performance of additional waste disposal services, beyond its core function of disposal of regional waste, where circumstances warrant. (For example, yard debris disposal and recycling are examples of services that SPSA has provided for its members in the past, and these and other “ancillary” services may in fact be worthy endeavors in the future.) However, before implementing any such additional waste disposal services, Executive Staff and the Board of Directors will undertake a detailed and thorough evaluation -- including accounting and financial diligence -- to ensure cost-effectiveness, as well as operational review to confirm SPSA’s ability to efficiently and effectively provide such services. Any “non-core” services would likely require separate contracts to ensure all parties’ interests are adequately protected, and ultimately Board approval would be required for SPSA to undertake any activities not associated with its primary role.

- Finally to reiterate a principal tenant of SPSA’s governance, its first responsibility is to satisfy the waste-disposal needs of its Member Localities by providing the highest quality of services at the lowest reasonable cost. However, to the extent not inconsistent with or adverse to its obligations to SPSA members, SPSA will provide services to Commercial Waste and other non-municipal customers. Such services will not under any circumstances subordinate SPSA’s commitment to its members, nor will the Disposal System Fees paid by the Member Localities “subsidize” artificially low rates for such Commercial Waste and other customers. Instead, to the extent undertaken, SPSA would strive to provide Commercial Waste customers and other customers with the same quality services as its members enjoy at commercially reasonable rates, which should not only benefit SPSA and such other Commercial

Waste customers but also the Member Localities by alleviating waste disposal burdens and obligations which the members might otherwise be required to manage. The definition of “Commercial Waste” and SPSA’s obligations hereunder with respect thereto are included in the “Commercial Waste Guidelines” set forth below in this Strategic Operation Plan.

3.0 ORGANIZATIONAL STRUCTURE

SPSA is managed by a 16-member Board of Directors, composed of eight (8) members appointed by the Governor of Virginia and eight (8) “ex-officio” members employed and appointed by each of the Member Localities. The Board of Directors, in turn, appoints an Executive Director responsible for the direct hire and supervision of all other SPSA employees, in addition to the day-to-day operations of the Authority.

SPSA is organized under five (5) distinct divisions:

1. Administrative Division: SPSA’s Administrative Division supports the entire Disposal System. It includes the Executive Office, Human Resources, Accounting, Purchasing, Information Technology, the Regional Office Building and a Safety Department.
2. Fleet Maintenance Division: The Fleet Maintenance Division provides preventive maintenance and repairs to approximately 245 pieces of rolling stock equipment utilized by SPSA in its operations. SPSA currently operates two maintenance facilities: (i) one large 14bay facility located at the Operations Center on Victory Boulevard in Portsmouth and (ii) one 2-bay facility located at the Regional Landfill in Suffolk. The majority of the equipment is serviced and repaired at the Portsmouth facility. The types of equipment include track dozers and excavators, compactors, articulating dump trucks, wheeled loaders, skid steers, Class 8 tractors, Class 6 vehicles, trailers, pickup trucks and a variety of smaller construction equipment.
3. Regional Landfill Division: The Regional Landfill Division consists of landfill operation, environmental management and the tire shredder operation.

a. Landfill Operation

The Regional Landfill is located on an 833-acre parcel off the merged US Routes 58, 13 and 460 in Suffolk, Virginia (mailing address is 1 Bob Foeller Drive). Facilities at the Regional Landfill include but are not limited to:

Closed landfill Cells I through IV – 106 disposal acres
Active landfill Cells V and VI – 43.8 and 41.3 disposal acres respectively
Cell VII permitted expansion area – 54.2 disposal acres
Unpermitted potential expansion area – 264.6 disposal acres
Scale facility (also serves the Delivery Point for the Suffolk transfer station)
Operations and vehicle maintenance building
Household hazardous waste collection center
Tire shredder

Soils management facility (Clearfield MMG, tenant)
Gas to energy plant (Suffolk Energy Partners, LLC, contractor and operator)

The Regional Landfill accepts Municipal Solid Waste, Construction and Demolition Debris (CDD), ash residue from the Wheelabrator WTE Facilities (discussed below), waste not accepted at any Disposal System Delivery Point, soils and clean fill. Disaster Waste is not accepted.

As noted above in its “Guiding Principles”, SPSA evaluates the capacity of the Regional Landfill annually, taking into consideration and projecting future changes in the quantity of waste disposed of in the landfill.

The Regional Landfill also manages and maintains a “landfill gas recovery system”, which began full operation November 17, 1994. The system includes gas collection wells strategically located throughout Cells I – VI. In addition to the gas collection wells, the system includes gas collection piping, a flare system, condensate drains, a 3.2 MW power plant using four internal combustion engines and 2.3 miles of pipeline to sell gas to BASF. Landfill gas not supplied to BASF is used to generate electricity and some is flared if and when it is not otherwise able to be utilized. The landfill gas collection system is currently operated and maintained by Suffolk Energy Partners, pursuant to contract that continues through 2031.

b. Environmental Management Department:

The environmental management department is responsible for compliance matters throughout the SPSA organization. The department manages permits issued to SPSA and its facilities by the Virginia Department of Environmental Quality (DEQ), Hampton Roads Sanitation District (HRSD), the Virginia Department of Public Health and underground storage tank compliance at several facilities (each facility within the Disposal System maintains at least one permit, and the Regional Landfill is regulated by four permits). To ensure compliance, the environmental department

conducts regular inspections at facilities and training of SPSA personnel. In addition, environmental staff manages the Environmental Management System (EMS). The EMS program consists of a multitude of documentation, training, and audit requirements throughout the organization. Lastly, environmental staff also conducts field monitoring for ground water, gas, drinking water, effluent and random load inspections designed to ensure permit compliance.

This department is also responsible for the Household Hazardous Waste (HHW) and White Goods (metal recycling) programs maintained by SPSA.

- i. *Household Hazardous Waste* - SPSA operates three HHW collection facilities. The HHW collection facility at the Regional Landfill in Suffolk is open full time, Monday through Friday, and a half-day Saturday. The remaining two facilities, one at the Chesapeake Transfer Station and one at the Franklin Transfer Station, are open based upon a monthly recurring schedule at Chesapeake and a quarterly recurring schedule at Franklin. Additionally, from time to time, SPSA assists the Member Localities with special HHW collection events. Residents from all Member Localities may bring unwanted HHW to any of these HHW facilities to be disposed of safely, free of charge; however, the resident's applicable Member Locality is charged a Disposal System Fee for its residents' use of the HHW facilities. Commercial HHW is NOT accepted at any HHW facility maintained by SPSA; instead, HHW generated commercially must be disposed of using a commercial waste disposal company.
 - ii. *White Goods* - White goods or other metal-containing waste are collected at the Regional Landfill and are recycled with a local metal recycling company, and SPSA receives the then-current scrap metal price for the metal that is collected. Also, environmental staff is licensed to recover refrigerant from any applicable device received in the White Goods program.
- c. *Tire Shredder Department:* SPSA's tire-shredding operations commenced in 1988 at the Regional Landfill, where residents of the Member Localities can dispose of automobile tires by bringing them to tire-shredder operations facility. SPSA employees de-rim tires on site and recycle the rims, and tires are then processed through the tire shredder. The finished product is used as supplemental daily landfill cover, and is also used in drainage projects, pipe substrate and to repair leachate seeps.
4. Delivery Point Division: The Delivery Point Division consists of transfer station operations and the scalehouse operations.
- a. *Transfer Station Operations:*
 - i. *Boykins* - The station was opened in 1985 and consists of an elevated area where customers can deposit waste into a stationary compactor or two open top roll-

off containers. The station is permitted to accept 50 tons per day and is manned by Southampton County and serviced by SPSA. SPSA is responsible for dumping the containers and maintaining the facility equipment, buildings and grounds. The facility has one 40-yard compactor and two 40-yard open top containers for residential and municipal disposal. SPSA owns the improvements on the land at this transfer station, which is leased from a private citizen pursuant to a lease that expires March 31, 2025.

- ii. *Chesapeake Transfer Station* - This transfer station was built in 1984 and is located on a 4.75 acre parcel of land west of Greenbrier Parkway in the City of Chesapeake. The transfer station utilizes a bi-level, non-compacted, direct dump design consisting of one refuse hopper and a tipping area on the upper level and a “load out” area on the lower level. The facility has a maximum design capacity of 500 tons per day with a storage capacity of up to 150 tons at any given time. The station utilizes a drop and hook operation. SPSA owns the improvements on the land at this transfer station, which is leased from the City of Chesapeake pursuant to a lease arrangement effective January 25, 2018. The term of the lease is five years with four renewal periods of five years each.
- iii. *Franklin Transfer Station* - This station was opened in 1985 and consists of an open tipping floor area screened with a fabric chain link fence and a prefabricated office building. Waste is dumped into the single hopper directly into open top transfer trailers and is hauled to the Regional landfill by SPSA. The facility is permitted for 150 tons per day and capable of storing 50 tons at any one time. The station utilizes a drop and hook operation. SPSA owns the Franklin transfer station, including all land and improvements.
- iv. *Isle of Wight Transfer Station* - This station was opened in 1985 and consists of a push-wall transfer station with a three-sided metal building superstructure. Transfer trailers travel on a loading lane situated at a lower grade than the tipping floor so that the sides of the trailers are approximately 4 feet above the tipping floor, and a front-end loader lifts waste into the transfer trailers and which are then hauled to the Regional landfill by SPSA. The station is permitted for 150 tons per day, capable of storing 50 tons at any one time, and utilizes a drop and hook operation. SPSA owns the improvements on the land at this transfer station, which is leased from Isle of Wight County pursuant to a lease arrangement effective January 25, 2018. The term of the lease is five years with four renewal periods of five years each.
- v. *Ivor Transfer Station* – This station was opened in 1985 and consists of an elevated area where customers can deposit waste into a stationary compactor or two open-top roll-off containers. The station is permitted to accept 30 tons per day and is manned by Southampton County and serviced by SPSA. SPSA is responsible for emptying the containers and maintaining the facility equipment, buildings and grounds. The facility has one 40-yard compactor

and two 40-yard open top containers for residential and municipal dumping. SPSA owns the Ivor transfer station, including all land and improvements.

- vi. *Landstown Transfer Station* - This station opened in January 1993 and consists of an enclosed tipping floor with three hoppers for loading. The station is permitted to accept 1500 tons per day. Waste is collected and stored on the tipping floor throughout the day then hauled at night. SPSA owns the improvements on the land, which is leased to SPSA by the City of Virginia Beach. The current lease expires December 30, 2047.
 - vii. *Norfolk Transfer Station* - This station opened in 1985 and consists of an enclosed tipping floor with three hoppers for loading. The station is permitted to accept 1300 tons per day. Residents may use the station only from Noon to 4:00 p.m. on Saturday and Sunday, and the City of Norfolk pays the cost to operate the facility during these hours. SPSA owns the Norfolk transfer station, including all land and improvements.
 - viii. *Oceana Transfer Station* - This station was built by the City of Virginia Beach and opened in 1982. In 1987, SPSA bought the station facility for \$1,000,000, but still leases the land -- which is owned by the Virginia Department of Transportation (VDOT) -- and pays rent of \$1.00 per year under the lease. SPSA operates the station pursuant to its lease with VDOT (technically a “permit”), which can be terminated by VDOT upon 30 days’ notice to SPSA. The station has a design capacity of 500 tons per day, with the capability of storing 450 tons at any one time. The station utilizes a drop-and-hook system, which allows waste on the floor to be removed and placed in staged trailers for hauling at a later time. The station does not accept waste from residential customers.
 - ix. *Suffolk Transfer Station* – This station, built in 2005, is located near the entrance to the Regional Landfill and consists of an enclosed tipping floor with two hoppers for loading. The station is permitted to accept 1300 tons per day. The station utilizes a drop and hook operation. SPSA owns the Suffolk transfer station, including all land and improvements.
- b. *Scalehouse Operations:* SPSA’s scalehouse operation is responsible for ensuring the accurate measurement of (i) solid waste flowing through SPSA’s transfer stations to the Regional Landfill and the WTE Facilities in Portsmouth (part of the current Designated Disposal Mechanism) and (ii) the revenue generated from the disposal of waste. Scale attendants man scalehouses at the Chesapeake, Landstown, Norfolk, Oceana and Regional Landfill transfer stations. The scalehouses in Franklin and Isle of Wight are manned by transfer station staff.

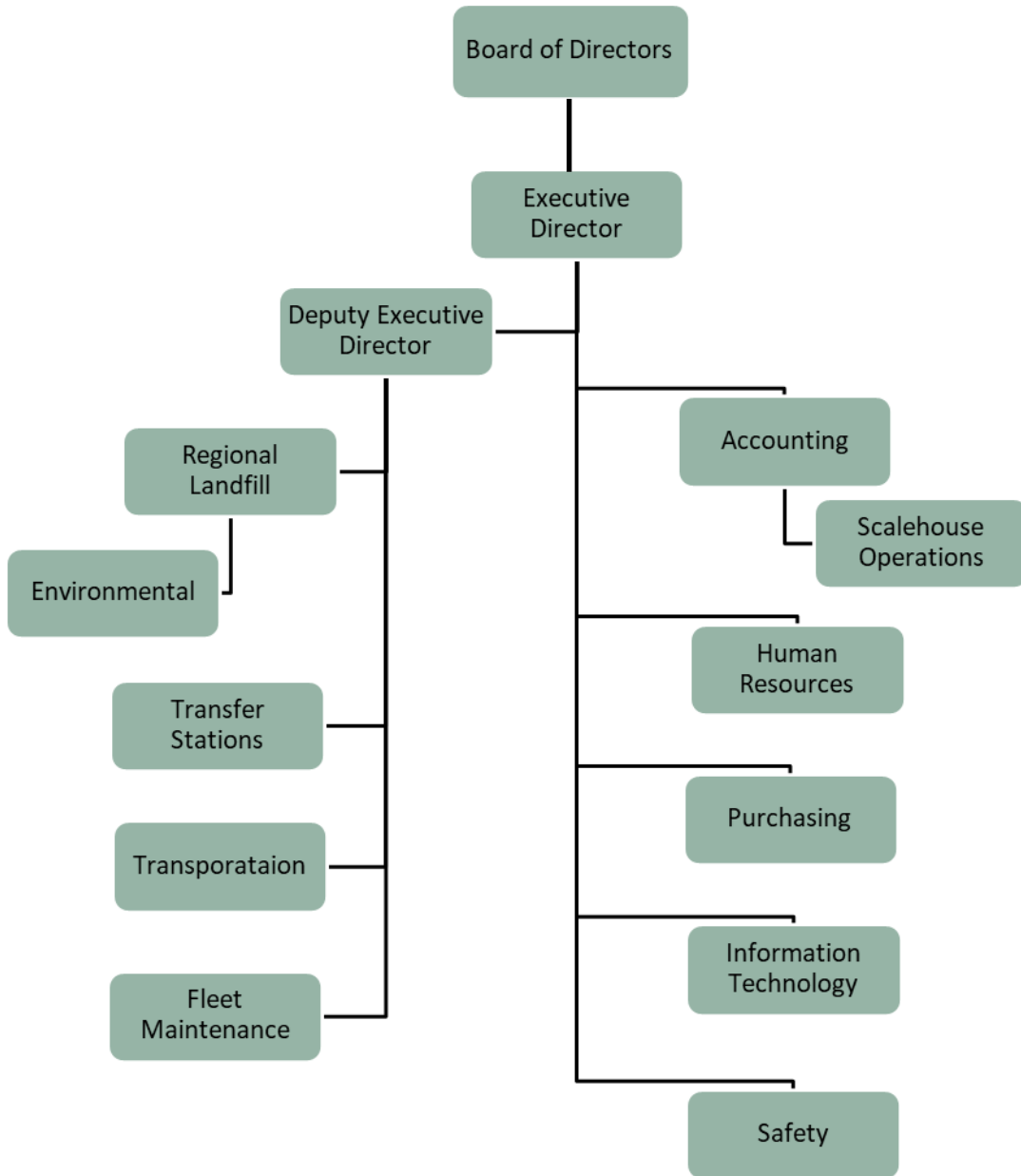
SPSA’s scale attendants operate the scale recording devices to capture truck weights and process transactions, including truck information, customer account information,

type of waste and associated tipping fee rate, methods of payment and credit card processing. These transactions are uploaded into SPSA's accounting software for subsequent billing of SPSA's customers. Certain data is also transmitted to Wheelabrator on a daily basis in accordance with the Waste Hauling and Disposal Service Agreement.

Scale attendants also handle phone calls to the various transfer stations as well as face-to-face interactions with the Member Localities, residents and private haulers to ensure that only solid waste meeting SPSA's standards is accepted for disposal at SPSA facilities.

5. Transportation Division: The Transportation Division is responsible for conducting hauling operations transferring waste from the Chesapeake, Norfolk, Landstown and Oceana transfer stations to the WTE Facilities owned and operated by Wheelabrator. The waste received at the Franklin, Isle of Wight and Suffolk transfer stations is hauled to the Regional Landfill. In addition to transporting waste from the transfer stations, the transportation division staff operates roll-off trucks, a tanker and a low-boy trailer, and also hauls leachate from various transfer stations and sludge from the City of Norfolk's Water Treatment Plant to the Regional Landfill.

SPSA's Organizational Chart is illustrated as follows:



4.0 OPERATION AND USE OF FACILITIES

1. General

The right to dispose of Solid Waste (excluding Hazardous Waste and certain other Excluded Waste, such as Disaster Waste) at the Delivery Points designated herein is available to any and all persons, corporations and governmental agencies without exclusion under the terms and conditions of this SOP. Use of these facilities, however, is at all times governed by rules and regulations as are adopted by SPSA from time to time and incorporated into this SOP. Member Localities and private haulers must register their respective vehicles with SPSA, including tare weights, prior to use.

In addition, operating hours may be varied from time to time by SPSA to accommodate special circumstances. Notices will be posted at the main entrance of each Delivery Point advising users of regular operating hours and any special operating hours, as well as observed holidays.

2. Delivery Points and Receiving Times

Location	Monday – Friday	Saturday
Chesapeake Transfer Station 901 Hollowell Lane Chesapeake, VA 23320	8 am – 5 pm	8 am – 12 pm
Franklin Transfer Station 30521 General Thomas Highway Franklin, VA 23851	8 am – 3 pm	8 am – 12 pm
Isle of Wight Transfer Station 13191 Foursquare Road Smithfield, VA 23430	8 am – 3 pm	8 am – 12 pm
Landstown Transfer Station 1825 Concert Drive Virginia Beach, VA 23453	8 am – 5 pm	8 am – 12 pm
Norfolk Transfer Station 3136 Woodlake Avenue Norfolk, VA 23504	8 am – 5 pm	8 am – 12 pm
Oceana Transfer Station 2025 Virginia Beach Boulevard Virginia Beach, VA 23462	6 am - 3 pm	8 am – 12 pm
Suffolk Transfer Station Located at the Regional Landfill	8 am – 4 pm	8 am – 12 pm
Regional Landfill (including Tire Shredder) 1 Bob Foeller Drive Suffolk, VA 23434	8 am – 4 pm	8 am to 12 pm (Tire Shredder is not open on Saturdays.)
HHW Collection (Regional Landfill) 1 Bob Foeller Drive Suffolk, VA 23434	8 am – 4 pm	8 am – 12 pm

Location	Days and Hours
Boykins Transfer Station 18448 General Thomas Highway Boykins, VA 23827	Tuesday, Thursday, Saturday: 7 am – 7 pm Monday, Wednesday, Friday: Closed
Ivor Transfer Station 36439 General Mahone Blvd. Ivor, VA 23866	Wednesday, Friday, Sunday: 7 am – 7 pm Monday, Tuesday, Thursday, Saturday: Closed

Any changes to the receiving times for these Delivery Points, whether due to policy changes, weather or modifications to the Holiday Schedule described below, or for any other reason, absent emergency, are coordinated with the Member Localities as well as applicable vendors.

3. Holiday Schedule

SPSA’s current holiday schedule is as follows:

New Year’s Day	January 1st
Lee-Jackson Day*	Friday preceding the 3 rd Monday in January
Martin Luther King, Jr. Day*	Third Monday in January
President’s Day *	Third Monday in February
Memorial Day*	Last Monday in May
Independence Day	July 4th
Labor Day*	First Monday in September
Columbus Day*	Second Monday in October
Veteran’s Day*	November 11th
Thanksgiving Day	Fourth Thursday in November
FRI following Thanksgiving Day*	Fourth Friday in November
Christmas Day	December 25th

If any of New Year’s Day, Independence Day, Veteran’s Day, Christmas Eve or Christmas Day Falls on a Sunday, when a facility is otherwise closed, then the applicable holiday is observed on the date designated for its observation as a holiday by the Federal Government. For those holidays marked above with an asterisk (*), all SPSA transfer stations will operate under the schedule for Saturday hours -- i.e. they will be open for one-half day (8 am – Noon) under receiving hours listed above.

4. “Extra” Charges to Member Localities

SPSA charges each Member Locality at an hourly rate to the extent the Member requests to extend a transfer station’s normal receiving time. The hourly rate is calculated each fiscal year and includes the full cost to SPSA for extending hours past its normal receiving time, including the time necessary to haul the waste to the proper disposal point.

5. Units of Measure

Each Delivery Point is equipped with vehicular scales. All vehicles are weighed with the driver aboard upon arrival. All departing vehicles are then weighed a second time, unless the vehicle tare weights

are known. Disposal System Fees (tipping fees), in turn, are charged based upon the difference between the arrival and departure weights. If the scales at the receiving location are inoperative, the fee is based on the average amount received per vehicle when dumping records for such vehicle for the twelve (12) full months immediately preceding are available or, when such records are not available, the fee is based on the average amount received per vehicle of like size and/or compaction ratio.

The driver of each vehicle is given a statement after each load of Solid Waste is dumped, and each such statement reflects the weight of the waste dumped, the applicable date, time and Delivery Point, and the applicable Disposal System Fee.

In addition, SPSA may designate grades or categories of Solid Waste that will be measured upon receipt by SPSA by number of units or by means other than by weight.

6. Right to Reject Waste

SPSA accepts most non-hazardous Solid Waste within the Disposal System, subject to the other terms and conditions of this SOP, including, but not limited to, SPSA's exclusion of Disaster Waste from the Disposal System (see SPSA's Role in a Storm Event under Section 8.0 below). SPSA also retains the right to refuse to accept waste from users who have failed to pay any applicable Disposal System Fees.

All reasonable attempts are made to reject unacceptable waste before it is received within the Disposal System. However, if grades or categories of waste are disposed of at a Delivery Point that is not designated for the receipt of such waste, it is the responsibility of the user to remove such material at its own expense. Any such material not promptly removed by the user may be removed by SPSA, and the costs for such removal are then charged against the user.

7. Traffic Guidelines

Each of the Delivery Points is expected to handle a large number of vehicles. Traffic control at each location is at the sole discretion of SPSA.

8. Residential Waste Guidelines

Residents of the Member Localities are not charged for disposal of their household waste limited to 12 visits per calendar year. However, starting July 1, 2018, the residents' applicable Member Localities will be charged Disposal System Fees for residential disposal of household waste within the SPSA Disposal System; provided, the foregoing policy of charging the Member Localities for their residents' disposal of household waste shall not apply at the Delivery Points in Boykins and Ivor, which serve residents of Southampton County. The 12 visits per calendar year limit do not apply to residents of the City of Franklin, County of Isle of Wight or Southampton County.

Residents may dispose of their household waste during operating hours at each authorized Delivery Point (with the exception of the Norfolk Transfer Station, which permits free disposal to Norfolk residents only on Saturdays between the hours of 8 a.m. and 4 p.m. and Sundays between the hours of Noon and 4 p.m.), but only if the following conditions are met.

- a. Proof of residency (for example, a driver's license or a utility bill).

- b. All household waste, bagged or un-bagged, including furniture, mattresses and small appliances that have a freon-free certification sticker (if applicable) are acceptable.
- c. Yard Waste is acceptable; however, limbs, branches and brush must be less than six feet in length and not greater than 6 inches in diameter.
- d. Disaster Waste may not be delivered to, and will not be accepted by SPSA at, any Delivery Point within the Disposal System (see SPSA’s Role in a Storm Event under Section 8.0 below).
- e. Solid Waste that is authorized to be delivered by residents must be delivered in one of the following “*private vehicle or rented pickup truck*”:
 - i. Automobiles, station wagons, passenger vans with under 15 seats, sport utility vehicles, pickup trucks (1 ton capacity or smaller) and similar vehicles that are unmarked (with the exception of rental marking) and unmodified (by way of example, but not limitation, vehicles without business decals/markings or equipment racks, such as pipe or ladder racks or similar modifications).
 - ii. Utility trailers, *up to twelve feet in length*, with no visible tools and/or equipment, that are being towed by one of the above-mentioned private vehicles.

These Residential Waste Disposal Guidelines are designed to ensure that residents of the SPSA’s Member Localities are entitled to the safe and efficient disposal of their residential Solid Waste. Residents must adhere to all SPSA guidelines, policies and procedures while utilizing the SPSA Disposal System and failure to do so may result in loss of access to SPSA’s facilities.

9. Commercial Waste Guidelines and Operating Procedures

For purposes hereof, “Commercial Waste” is generally defined as Solid Waste that is generated by non-municipal users, such as businesses, industries and multi-family residential properties that are not serviced by municipal collections programs, that does not otherwise constitute Municipal Solid Waste hereunder.

SPSA utilizes its Disposal System to assist in the management and disposal of Commercial Waste pursuant to a Waste Disposal Agreement with non-municipal customers (“Private Hauler Contract”) and in accordance with the general guidelines set forth in this SOP (as further described in the following paragraphs). Commercial Waste delivered and received at SPSA Transfer Stations is either contract waste or non-contract waste. Contract waste is waste delivered pursuant to the Private Hauler Agreement.

More specifically, SPSA will receive and accept Commercial Waste at applicable Delivery Points within the Disposal System, and manage or assist in the management and disposal of Commercial Waste through the Disposal System, in each case in accordance with the terms of this Strategic Operating Plan (including, when and as applicable, the Commercial Waste Operating Procedures referenced herein). Commercial Waste customers will be offered access to and the ability to utilize the Delivery Points within the SPSA Disposal System on such terms and conditions, including financial terms, provided for in the Commercial Waste Operating Procedures. The terms and conditions applicable

to such Commercial Waste customers and set forth in the Commercial Waste Operating Procedures may vary based on, among other things, the (i) the amount (tonnage) of Commercial Waste delivered into the Disposal System by such customers; and (ii) the type and nature of the services provided by SPSA to such customers. Commercial Waste services will not subordinate SPSA's commitment to its Members Localities, nor will the Disposal System Fees paid by the Member Localities "subsidize" artificially low rates for Commercial Waste customers; however, SPSA will provide applicable Commercial Waste customers with the same quality services that SPSA members will enjoy, at appropriate Commercial Waste service rates no lower than service rates applicable to Member Localities for the same level of services provided with respect to their Municipal Solid Waste (it being acknowledged that service rates for Commercial Waste customers may be lower than service rates for Member Localities if and to the extent that SPSA provides Commercial Waste customers with less comprehensive services than the services provided by SPSA to Member Localities).

- a. Commercial Waste Operating Procedures. Commercial Waste received at SPSA Transfer Stations will be commingled with Municipal Solid Waste and other waste received at its transfer stations. In an effort to optimize hauling operations SPSA will designate certain transfer station(s) and amount(s) of waste for Wheelabrator's third party hauler, MBI, to exclusively haul and dispose of waste.

10. Maintenance and Development of Delivery Points (Transfer Stations) Post-2018

- a. Transfer Station Ownership/Control. SPSA owns or leases all Delivery Points included within the SPSA Disposal System as of January 24, 2018 and is responsible for the operation and maintenance of these facilities in accordance with all applicable permits and related rules, regulations and other Applicable Law. If a Delivery Point is leased from a Member Locality (or other third party), then the duration and, to the extent reasonably practical, all other terms of all such leases will be identical unless otherwise specifically agreed by the Board of Directors of SPSA. In addition, any such lease of a Delivery Point from a given Member Locality shall, unless otherwise agreed in writing by the parties, terminate contemporaneously with the withdrawal of the applicable Member Locality from SPSA.
- b. Transfer Station Projects – Development Costs. The following provisions address any project involving the construction, renovation, relocation or expansion of a Delivery Point (each, a "Transfer Station Project").
 - i. Existing Delivery Points. If a given Transfer Station Project involves the renovation, relocation or expansion of an existing Delivery Point for purposes of maintaining, preserving or improving continued operations of such existing Delivery Point (each, an "Existing Delivery Point"), then (x) such Transfer Station Project in respect of the Existing Delivery Point shall be subject to the approval of SPSA's Board of Directors, and (y) if such Transfer Station Project is duly and validly authorized and approved by the Board, then SPSA shall be responsible for all development costs associated such Transfer Station Project, including but not limited to all soft costs, construction and equipment costs and start-up costs, associated with the corresponding Existing Delivery Point. Notwithstanding anything herein to the contrary, however, if debt will be

incurred by SPSA in connection with any such Transfer Station Project involving an Existing Delivery Point, the debt must be approved by the Board of Directors of the Authority in accordance with all requirements under Applicable Law before the project can commence.

- ii. *New Delivery Points.* If a given Transfer Station Project involves the construction, renovation, relocation or expansion of a Delivery Point for any reasons *other* than maintaining or improving continued operations of an Existing Delivery Point (each, a “New Delivery Point”), then (x) the applicable Member Locality shall first propose the Transfer Station Project for such New Delivery Point to SPSA’s Board of Directors, and (y) if such New Delivery Point will be operated and maintained by SPSA, then the Transfer Station Project shall be subject to the approval of SPSA’s Board of Directors. In any event, whether or not any such Transfer Station Project for a New Delivery Point requires approval from SPSA’s Board of Directors, the applicable Member Locality shall be solely responsible for all development costs associated with each and every Transfer Station Project for a New Delivery Point, including but not limited to all soft costs, construction and equipment costs and start-up costs, and any such development costs incurred by SPSA in connection with a Transfer Station Project for a New Delivery Point will be paid to SPSA no less often than monthly by the applicable Member Locality in accordance with a separate “Delivery Point Development Agreement” to be entered into by SPSA and such Member Locality. Notwithstanding the foregoing, however, if the SPSA Board of Directors agrees that a given New Delivery Point is in the best long-term financial interest of SPSA, even if not operationally necessary at that point, then upon approval of the Board of Directors, SPSA may enter into a costsharing agreement for development costs associated with the Transfer Station Project for such New Delivery Point, so long as (and to the extent that) the SPSA Board of Directors makes a determination that SPSA’s proposed share of the development costs will not exceed the net value of the New Delivery Point.

- c. *Transfer Station Projects – Operational Costs.* From and after the completion of each Transfer Station Project, SPSA shall be responsible for the annual operations and maintenance costs, including where applicable rental/lease and related costs, of (i) each Existing Delivery Point resulting from the Transfer Station Project; and (ii) each New Delivery Point resulting from the Transfer Station Project if (but only if) SPSA and the Member Locality have agreed that such New Delivery Point will be operated and maintained by SPSA.

11. Out-of-Area Waste

Notwithstanding anything in this SOP to the contrary, SPSA shall not under any circumstances facilitate the importation of Out-of-Area Waste, or otherwise accept any Out of Area Waste, for (a) disposal in the Regional Landfill and/or (b) handling/processing/disposal at or by any other Delivery Point included within the Disposal System.

5.0 DESIGNATED DISPOSAL MECHANISM; PLANNING HORIZON

1. Designated Disposal Mechanism.

- a. *Selection Process for Designated Disposal Mechanism.* From time to time, as and when appropriate under the circumstances, and no less often than every seven (7) years, the SPSA Board of Directors (or a subcommittee thereof) and Executive Staff will undertake a comprehensive review of the Designated Disposal Mechanism then being utilized and, further, will assess its viability for future periods of time. While it is ultimately the responsibility of the SPSA Board of Directors to determine the best and most efficient Designated Disposal Mechanism for the Authority and its Member Localities (considering both process and economic factors), in so doing the Board will necessarily seek and consider the input of the Member Localities. (The Board of Directors may also solicit input/guidance from independent professionals in the field as well.) In connection with such review and consideration of the Designated Disposal Mechanism, in consultation with the Member Localities, the Board and Executive Staff may conclude that the Designated Disposal Mechanism then being utilized by SPSA is the most efficient and effective method of waste disposal or, on the other hand, may determine that it is appropriate and in the best interests of SPSA and the Member Localities to explore alternative waste-disposal options, including (but not limited to) the issuance of one or more Requests for Proposal in accordance with Applicable Law, disposal of Municipal Solid Waste in the Regional Landfill or some other waste-disposal method/mechanism. Based on and following each such periodic review and assessment, Executive Staff will make a final recommendation for the Designated Disposal Mechanism for the applicable future period(s), and Executive Staff shall endeavor to make such recommendation so as to give the SPSA Board of Directors and the Member Localities as much time as is reasonably practicable under the circumstances to consider such recommendation and all relevant considerations. Following such recommendation and, where appropriate, solicitation of input from the Member Localities, SPSA will conduct a vote in accordance with Applicable Law seeking approval from its Board of Directors for the recommended Designated Disposal Mechanism, it being expressly acknowledged and agreed that the approval of any Designated Disposal Mechanism for the Authority is and shall be at the sole discretion of the Board. Notwithstanding the foregoing or anything else in this SOP to the contrary, however, (i) the Designated Disposal Mechanism may not include any landfill constructed, operated or otherwise existing in the Northwest River Watershed (defined as the geographical areas lying within the boundaries delineated as such and specified as the “Northwest River Watershed” on Appendix B attached to this SOP), and (ii) SPSA shall not dispose of any Municipal Solid Waste (or other Solid Waste) in any landfill constructed, operated or otherwise existing in the Northwest River Watershed.
- b. *Designated Disposal Mechanism.* SPSA accepts municipal and commercial solid waste (excluding Hazardous Waste) at nine transfer stations. In 2010, SPSA sold its refuse derived fuel plant (RDF) and power plant (collectively, the “WTE Facilities”) to Wheelabrator Technologies, Inc. (now Wheelabrator Portsmouth Inc.) In connection

with the sale, SPSA and Wheelabrator executed a Service Agreement for solid waste disposal services. Pursuant to an amendment of the Service Agreement (Addendum 6), as of January 25, 2018, waste received at the Chesapeake, Landstown, Norfolk and Oceana transfer stations is hauled and disposed at the WTE Facilities. Waste received at the Franklin, Isle of Wight and Suffolk transfer stations is hauled and disposed at the Regional Landfill.

- c. Bulk Waste collected by or on behalf of Member Localities shall be delivered to SPSA transfer stations beginning July 1, 2018.

2. Planning Horizon.

SPSA prepares, through the use of an independent professional engineer, an annual airspace management report designed to assist in the management of the remaining airspace for the Regional Landfill.

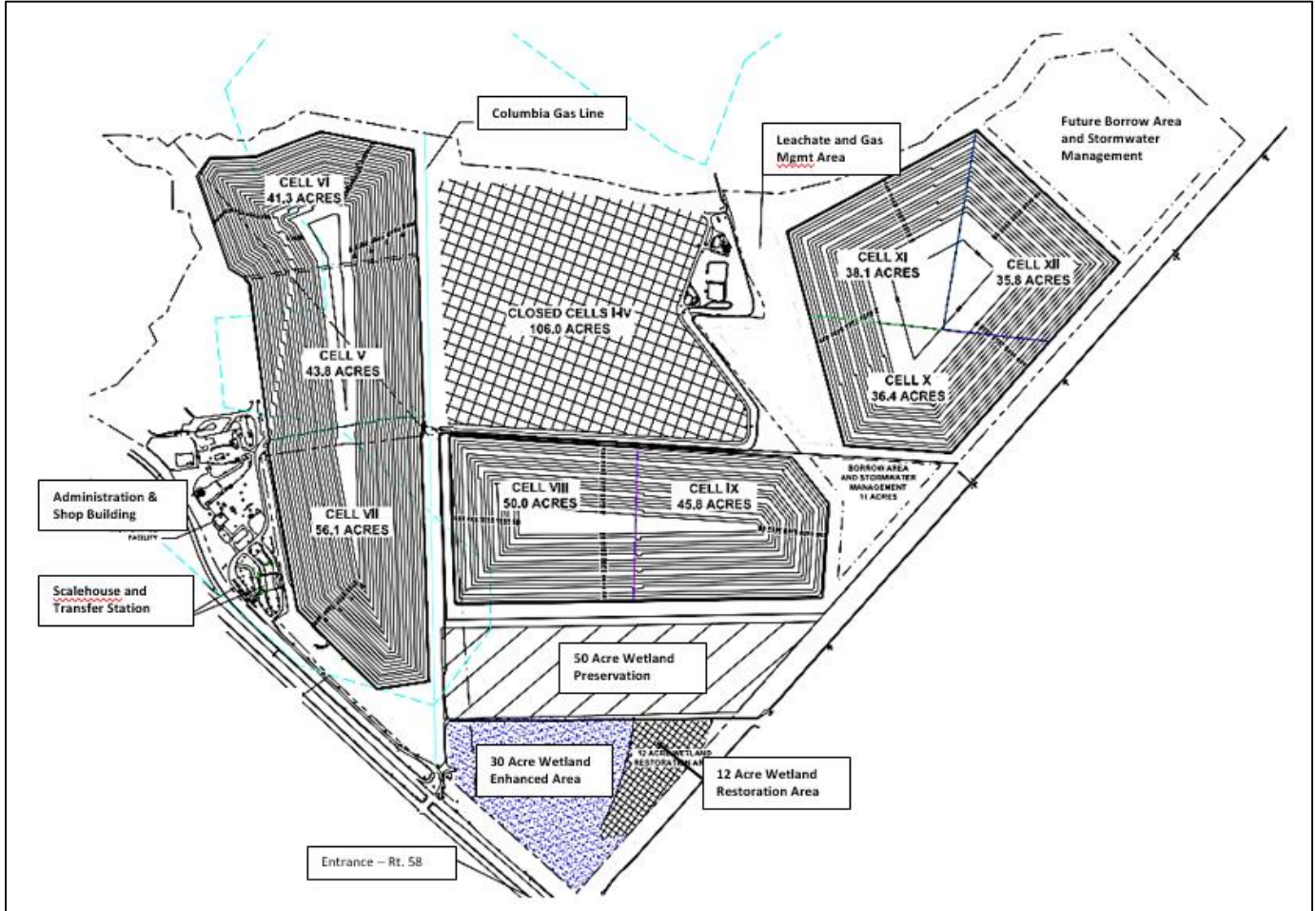
Based on the 2019 report and various assumptions, including annual Solid Waste disposal of approximately 325,000 tons per year, Cells 5 & 6 are currently projected to reach capacity in May 2029.

In addition to Cells 5 & 6, the Regional Landfill includes a 56-acre lateral expansion known as Cell 7. Cell 7 was approved by the Virginia Department of Environmental Quality on June 8, 2011. The capacity of Cell 7 is approximately 8,600,000 cubic yards, or approximately 7.7 million tons of Solid Waste.

A conceptual plan has also been developed for the potential expansion of Cells 8 – 12, which would provide an additional 264-plus acres of potential expansion areas at the Regional Landfill. SPSA owns the applicable land; however, the additional cells have yet to be permitted. This additional capacity could provide enough capacity for the region for 100 plus years, based on the estimated annual Solid Waste tonnage noted above. Please see an illustration of the “Conceptual Plan” below.

SPSA will continue to monitor the capacity of the Regional Landfill based on, among other things, variations in tons disposed and other planned and unplanned events, and SPSA will in turn update/modify its management reports accordingly, again no less than annually.

Regional Landfill – Conceptual Plan



Incoming waste volume, tons/yr	Cumulative Life Estimates			
	Cells 5/6	Cell 7	Cells 8/9	Cells 10/11/12
	3.7M CY 3.3M Tons	8.6M CY 7.7M Tons	16.2M CY 14.5M Tons	21.3M CY 19.2M Tons
200,000	2035	2074	2147	2243
300,000	2030	2055	2104	2168
400,000	2027	2046	2083	2131
500,000	2025	2041	2070	2108
600,000	2024	2037	2061	2093
700,000	2023	2034	2055	2083

Notes:

1. Landfill life estimates assume 0.90 tons/CY or 1800 lbs/CY density for life of landfill
2. Life estimates based on 3.7M CY of recoverable airspace remaining in Cell 5/6 as of December 17, 2018
3. Cell 7 volume assumes reduction in permitted capacity with no overlap onto Cell 5
4. Cells 8 and 9 volumes are based on preliminary grading plans for 40' max depth, 200' top elevation
5. Cells 10 through 12 volumes are estimated as a 20' max depth and 200' top elevation

6.0 BASIS OF ACCOUNTING AND FINANCIAL REPORTING

1. Basis of Accounting and Financial Reporting

SPSA's activities are accounted for in a manner similar to accounting methodologies utilized in the private sector, using the flow of economic resources measurement focus and the accrual basis of accounting. Assets, liabilities, net assets, revenues and expenses are accounted for through an enterprise fund, with revenues recorded when earned and expenses recorded when the corresponding liabilities are incurred.

Annual financial statements are prepared on the accrual basis of accounting. SPSA reports as a special purpose government entity engaged in business-type activities, as defined by the Governmental Accounting Standards Board (GASB). Business-type activities are those that are financed in whole or in part by fees charged to external parties for goods or services.

2. Annual Budget

SPSA's fiscal year is July 1 through June 30. The SPSA Board of Directors adopts an annual financial plan, or budget, reflecting projected revenues and expenses for the upcoming fiscal year and directs the Executive Director to implement the plan.

The annual budget is adopted as "balanced" on a cash basis, meaning that current revenues will equal current expenses; however, SPSA may use fund balances, or surplus cash, to fund capital expenses and equipment replacement. SPSA may amend or supplement its budget from time to time during the fiscal year. The Executive Director is authorized to make budget transfers within cost centers without Board approval. The Executive Director may transfer budget funds between cost centers up to \$50,000 for single and cumulative transfers in any given budget year. Budget transfers between cost centers exceeding \$50,000 for single and cumulative transfers must be approved by the Board. Additionally, the Board shall be advised of all budget transfers between cost centers regardless of amount. Operating budgets lapse at fiscal year-end, with the exception of unfinished capital projects and encumbrances for purchases not received by June 30, which roll-over to the new fiscal year. Unused funds budgeted for capital improvements and/or equipment replacement will revert to a reserve for capital improvements and or equipment replacement and not revert to the undesignated fund balance.

The annual budget also includes a five (5)-year projection of revenues, expenses and projected Disposal System Fees.

3. Annual Audit

SPSA engages an independent certified public accountant to conduct an annual audit of its financial records and statements each year.

7.0 RATES, FEES AND CHARGES FOR SOLID WASTE MANAGEMENT

The Water and Waste Authority Act provides requirements/criteria that SPSA must follow when establishing its applicable Disposal System Fees. Specifically, Section 15.2-5136 states that “rates, fees and charges shall be so fixed and revised as to provide funds, with other funds available for such purposes, sufficient at all times (i) to pay the cost of maintaining, repairing and operating the system or systems, or facilities incident thereto, for which such bonds were issued, including reserves for such purposes and for replacement and depreciation and necessary extensions, (ii) to pay the principal of and the interest on the revenue bonds as they become due and reserves therefor, and (iii) to provide a margin of safety for making such payments.” Accordingly, while SPSA may change (increase or decrease) its Disposal System Fees from time to time, (x) SPSA will at all times follow such statutory requirements in implementing any such changes in its Disposal System Fees and (y) any such changes may be implemented only after proper notice has been provided and, where required, public hearing on such changes have been held, all in accordance with Applicable law.

Invoices for Disposal System services are typically provided on a monthly basis, within ten (10) days after the end of each billing period, and unless otherwise specified by contract are due on or before the last business day of the month immediately following the month covered by the invoice, except to the extent any such invoices are subject to a good faith dispute. Each invoice provided by SPSA reflects the total tonnage of Solid Waste received by SPSA from the applicable user during the given billing period, together with such other information as SPSA deems appropriate or relevant. Past due account balances are considered delinquent and are subject to a finance charge of 18% annually. In addition, potential problem accounts or accounts that are in a continuous delinquent payment status may be placed in a credit hold status and the applicable customer/user may be denied access to the SPSA Disposal System until the account returns to current status and/or an arrangement with SPSA has been made to satisfy the past due balance. Delinquent accounts may also be referred to a collection agency or otherwise pursued through litigation.

8.0 SPSA’S ROLE IN A STORM EVENT

As described elsewhere in this SOP, SPSA does not accept Disaster Waste within the Disposal System. Instead, SPSA has historically served as the “procurement agent” for regional management of debris caused by hurricanes and other major storms/disasters (i.e., Disaster Waste). More specifically, SPSA acted as the representative of certain localities, including all SPSA Member Localities as well as the counties of Surry, Northampton, Accomack, Sussex and Greensville (the “Covered Localities”), in the procurement process.

In that role, SPSA issued a RFP for storm debris removal, reduction, disposal and monitoring/management services, selected several providers (the “Contractors”), and SPSA entered into “stand-by” agreements with each Contractor on behalf of the Covered Localities. Under the agreements, SPSA (i) received a work request from a Covered Locality for debris removal, reduction and disposal and (ii) directed the request to the appropriate Contractor as a task order. After the initial task order, all service and payment arrangements are between the Covered Locality and the designated Contractor, without SPSA involvement.

Effective July 1, 2019, the Virginia Department of Emergency Management (VDEM) now serves as the point of contact and administers similar contracts for use by SPSA Member Localities.

SPSA's objectives in the event of a major disaster would be to: (1) coordinate suspension and resumption of services, internally and with Member Localities, (2) maintain essential internal support capabilities, such as communication, equipment and vehicle fueling, and equipment maintenance and repair, (3) suspend acceptance of household waste until system capabilities and community needs can be evaluated, and (4) resume normal operations as soon as conditions permit.

SPSA also reserves the right to temporarily suspend residential waste disposal prior to storm events if it is negatively impacting the ability to handle municipal and commercial waste.

9.0 POLICIES AND PROCEDURES TO BE MAINTAINED

SPSA maintains, and shall maintain, the following documentation, policies and procedures in accordance with Applicable Law and regulations:

1. Strategic Operating Plan
2. Articles of Incorporation and Bylaws
3. Financial Policies
4. Procurement Policies and Procedures
5. Employee Policy Manual
6. Record Retention
7. Safety Policies and Procedures
8. Environmental Policies
9. Insurance Policies
10. Regional Landfill Operating Manual
11. Tire Shredder Operating Manual
12. Transfer Station Operating Manual
13. Emergency Operations Plan
14. Disaster Response Plan

The above documentation, policies and procedures are maintained at SPSA's headquarters, currently the Regional Office Building in Chesapeake, are incorporated into the SOP by this reference and are available for review and inspection by authorized representatives of all Member Localities.

10.0 REVISIONS TO STRATEGIC OPERATING PLAN

Revisions to this Strategic Operating Plan may be made at the sole discretion of SPSA to the extent approved by the SPSA Board of Directors in accordance with the terms hereof. More specifically, this Strategic Operating Plan shall be reviewed by the Board of Directors on at least an annual basis in connection with the Board's review and consideration of SPSA's annual operating budget, and at such other times as the Board may deem necessary or appropriate. If deemed necessary or appropriate

after any such review, this Strategic Operating Plan may be updated or otherwise modified by the SPSA Board of Directors, and any such updated/modified Strategic Operating Plan shall be in complete replacement of this any and all other prior Strategic Operating Plans. Notwithstanding anything to the contrary in the foregoing, no update, amendment or modification of this Strategic Operating Plan, or any provision hereof, shall be valid unless such update, amendment or modification has been authorized by a resolution approved by at least seventy-five percent (75%) of the Board of Directors of SPSA.

[END]

APPENDIX A

Definitions

Applicable Law – Collectively, the Virginia Water and Waste Authorities Act, the Virginia Waste Management Act (as amended by Section 15.2-5102.1 of the Code of Virginia, sometimes referred to as the “Cosgrove Act”), the Virginia Solid Waste Management Regulations (currently Chapter 81 of the Virginia Administrative Code), the Virginia Hazardous Waste Management Regulations (currently Chapter 60 of the Virginia Administrative Code), the Resource Conservation and Recovery Act and any other federal, state or local law, rule, regulation, ordinance, permit, decree or other governmental requirement that applies to the services or obligations under this SOP, whether now or hereafter in effect, and each as may be amended from time to time.

Bulk Waste – Bulk waste is oversized residential waste that is too large to place in a residential trash container and is collected by or on behalf of a member community. Bulk waste includes appliances, boxes/bags or household dry goods, furniture, lumber/fencing, mattress/box-spring, patio furniture and may include bushes, shrubbery, tree branch/limbs and large yard trimmings. Tree limbs, branches and sticks cannot exceed 6 feet in length and 6 inches in diameter

Construction and Demolition Debris – Any Solid Waste that is produced or generated during or in connection with the construction, remodeling, repair and/or destruction or demolition of residential or commercial buildings, municipal buildings, roadways and other municipal structures, and other structures, including, but not limited to, lumber, wire, sheetrock, brick, shingles, glass, asphalt and concrete.

Delivery Point – Each facility and location owned or operated by the Authority, or by a third party that is subject to a contract with the Authority in respect of the Disposal System, that (a) possesses all permits required under Applicable Law to receive Solid Waste for disposal and (b) is designated by the Authority from time to time herein to accept Municipal Solid Waste from the Member Localities for further and final processing and disposal by or on behalf of the Authority (certain Delivery Points may sometimes be referred to as “transfer stations”).

Designated Disposal Mechanism – The method (or methods) utilized by the Authority for final disposal of Municipal Solid Waste under this SOP, as designated by the Board of Directors of the Authority from time to time in accordance with the express terms hereof and set forth herein. The Designated Disposal Mechanism may include, among other methods, (a) disposal of Municipal Solid Waste in the Regional Landfill in accordance with Applicable Law, (b) disposal of Municipal Solid Waste through one or more facilities owned and/or operated by the Authority in accordance with Applicable Law and/or (c) disposal of Municipal Solid Waste pursuant to agreements between the Authority and one or more third parties.

Disaster Waste – Any Solid Waste and debris that (a) is generated as a result of or in connection with any significant storm or other severe weather occurrence (such as, but not limited to, hurricanes and tornadoes), natural or man-made disaster, war, act of terrorism or other similar occurrence, together with Solid Waste and debris generated in connection with clean-up and/or reconstruction activities

resulting from any such occurrences or events, and (b) is of a quantity or type materially different from the Solid Waste normally generated by or within the Member Locality.

Disposal System – All facilities and/or locations owned or leased by the Authority, or with respect to which the Authority otherwise maintains a contractual/commercial relationship, for the collection, management, processing and/or disposal of Solid Waste, including, but not necessarily limited to, the Regional Landfill, all Delivery Points and the Designated Disposal Mechanism(s), together with all equipment and vehicles owned or leased by the Authority and used in connection with the collection, management, processing and/or disposal of Solid Waste.

Disposal System Fees – Rates, fees and other charges imposed by the Authority for the collection, management, processing and/or disposal of Solid Waste within the Disposal System, as determined by the Board of Directors of the Authority from time to time in accordance with the Virginia Water and Waste Authorities Act (certain Disposal System Fees may sometimes be referred to as “tipping fees”).

Hazardous Waste – Any waste or other material that because of its quantity, concentration or physical, chemical or infectious characteristics may (a) cause or significantly contribute to an increase in mortality or an increase in serious irreversible, or incapacitating reversible, illness; or (b) pose a substantial present or potential hazard to human health, the Disposal System or the environment when treated, stored, transported, disposed of or otherwise managed. Hazardous Waste specifically includes, but is not necessarily limited to, any waste classified as “hazardous” under the Resource Conservation and Recovery Act, the Virginia Hazardous Waste Management Regulations or any other Applicable Law.

Household Hazardous Waste – Surplus or excess household products that contain corrosive, toxic, ignitable or reactive ingredients, including, but not necessarily limited to, cleaning products, old paints and paint-related products, pesticides, pool chemicals, drain cleaners and degreasers and other car-care products.

Municipal Solid Waste – All Solid Waste the collection of which is controlled by the Member Locality, including (a) Solid Waste that is generated anywhere within the SPSA Service Area and collected by the Member Locality, and (b) residential Solid Waste that is generated anywhere within the SPSA Service Area and collected by a third party for the benefit of (and under the direction and control of) the Member Locality. Municipal Solid Waste expressly excludes the following (collectively referred to herein as “Excluded Waste”): (i) Hazardous Waste and Household Hazardous Waste, (ii) Recyclable Waste, (iii) Yard Waste, (iv) Construction and Demolition Debris, (v) Disaster Waste, (vi) Solid Waste delivered by citizens of the Member Locality to publicly-accessible landfills or other facilities and disposed of at such facilities, (vii) any Solid Waste generated by school boards, authorities or other political entities of the Member Locality (except to the extent (but only to the extent) that any such Solid Waste is actually collected by the Member Locality itself) and (viii) Out-of-Area Waste.

Out-of-Area Waste – Any Solid Waste that is created or generated outside of, or originates outside of, the SPSA Service Area.

Recyclable Waste – Any Solid Waste that, pursuant to Virginia’s Solid Waste Management Regulations (or other relevant Applicable Law) in effect from time to time, or pursuant to prevailing commercial practices in the waste management industry at the applicable time, (a) can be used or reused, modified for use or reuse, or prepared for beneficial use or reuse as an ingredient in an industrial process to make a product or as an effective substitute for a commercial product, or (b) is otherwise processible (or reprocessible) to recover a usable product or is regenerable to another usable form, in each case, however, expressly excluding “residual” Solid Waste generated in connection with any such modification, preparation and/or processing for use, reuse, recovery and/or regeneration of other Solid Waste to the extent that such “residuals” cannot be categorized as “Recyclable Waste” in accordance with the foregoing.

Regional Landfill – The landfill located in the City of Suffolk, Virginia, developed, owned and operated by the Authority for the disposal of Solid Waste, or any additional or successor landfill developed, owned and operated by the Authority.

Solid Waste – Any garbage, refuse, sludge, debris and other discarded material, including solid, liquid, semisolid or contained gaseous material, resulting from industrial, commercial, mining and agricultural operations, or residential/community activities, excluding (a) solid or dissolved material in domestic sewage, (b) solid or dissolved material in irrigation return flows or in industrial discharges that are sources subject to a permit from the State Water Control Board and (c) source, special nuclear, or by-product material as defined by the Federal Atomic Energy Act of 1954, as amended; provided, the waste that constitutes Solid Waste hereunder (and/or is excluded from the definition of Solid Waste hereunder) shall be subject to change from time to time to the extent necessary or appropriate under the Virginia Waste Management Act or other Applicable Law.

SPSA Service Area – The geographic area covered by the political subdivision boundaries of the cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk and Virginia Beach, Virginia and the counties of Isle of Wight and Southampton, Virginia.

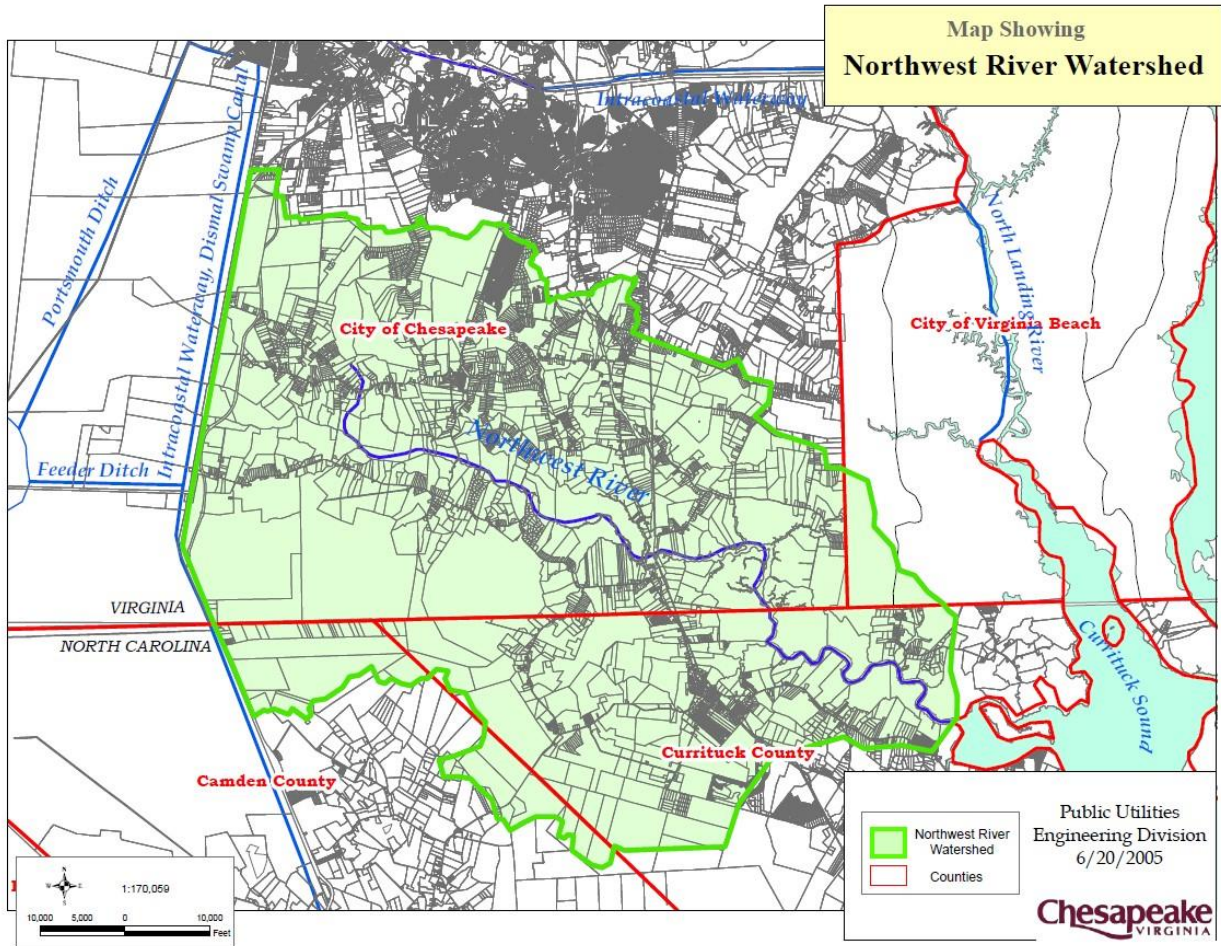
Strategic Operating Plan/SOP – This plan adopted by the Board of Directors of the Authority, which sets forth certain operational, maintenance, administrative and other responsibilities of the Authority with respect to the Disposal System and the performance of related services by the Authority, as the same may from time to time be updated, amended or modified in accordance with the terms hereof.

Yard Waste – Any Solid Waste defined as “yard waste” under the Virginia Waste Management Act (or other relevant Applicable Law) in effect from time to time, currently consisting of decomposable waste materials generated by yard and lawn care and including leaves, grass trimmings, brush, wood chips and shrub and tree trimmings, excluding roots, limbs or stumps that exceed the limitation(s) in length and/or diameter specified by a Member Locality from time to time.

[End of Definitions]

APPENDIX B

Northwest River Watershed



Capital Improvement / Equipment Replacement

IN THIS SECTION:

- Multi Year Capital Improvement and Equipment Replacement Plan

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**Southeastern Public Service Authority
Capital Improvement / Equipment Replacement Plan**

All capital improvements and equipment replacements are funded with operating revenues (cash).

Description	FY 2019	FY 2019 Projected	QTY	FY 2020	QTY	FY 2021	QTY	FY 2022	QTY	FY 2023	QTY	FY 2024	QTY
Regional Landfill													
Asphalt Parking Lot Overlay				\$ 1,000,000									
Pumphouse - Rebuild		\$ 26,854											
SCADA System		378,985											
Site Maintenance		11,000											
Dump Truck				500,000		\$ 520,000				\$ 540,000			
Leachate System Improvements		19,622											
Permanent Pump/Haul Loadout		1,191,486											
Leachate Pond Cleaning	\$ 150,000	-		75,000									
Equipment Wash						275,000							
GPS Rover Grade/Compaction Unit	150,000	147,643											
HRSD Force Main	2,500,000	-											
Cell 8/9 Permitting	-	566,380											
Tractor	-	59,428											
Power Broom						55,000							
Backhoe						85,500							
Hydro Seeder				66,636									
Pickup Truck 1/2 ton						36,000							
Pickup Truck (Qty 2)						60,000		\$ 34,200					
Dozer						976,000		866,250					
Water Truck										140,000			
Excavator												454,000	
Total for Regional Landfill	\$ 2,800,000	\$ 2,401,398		\$ 1,641,636		\$ 2,007,500		\$ 900,450		\$ 680,000		\$ 454,000	
Safety													
SUV				30,000									
Total for Safety	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet Maintenance													
Pickup Truck						29,000		33,000				30,000	
Four Post Lift (Landfill Shop)	15,000	26,729											
Shop Doors (Landfill Shop)	50,000	39,325											
Shop Electric Forklift	30,000	28,454											
Field Service Truck				160,000									
Fuel/Lube Service Truck										160,000			
Yard Dog						35,000							89,000
Tire Truck													
Total for Fleet Maintenance	\$ 95,000	\$ 94,508		\$ 160,000		\$ 64,000		\$ 33,000		\$ 160,000		\$ 119,000	
Transportation													
Road Tractors	1,036,000	976,399	8	1,000,000	8	500,000	4						
MSW Trailers (8 ea. over 5 years)								608,000	8	616,000	8	624,000	8
Asphalt Improvements												290,000	
SUV				30,000				28,000					
Sludge Trailers										440,000			
Rolloff Truck												160,000	
Yard Dog												122,000	
Total for Transportation	\$ 1,036,000	\$ 976,399		\$ 1,030,000		\$ 500,000		\$ 636,000		\$ 1,056,000		\$ 1,196,000	
Boykins Convenience Center													
Compactor & 2 Boxes	65,750	75,039											
Total for Boykins	\$ 65,750	\$ 75,039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Chesapeake Transfer Station													
Station Interior Refurbishment	121,000	-											
Roof Replacement		69,713											
Wheeled Excavator	340,000	260,904											
Tip Floor Repairs	39,000	-											
Asphalt/Concrete Repairs (drop & hook)	32,658	28,215											
Yard Dog								115,000				122,000	
Inbound/Outbound Scales										190,000			
Total for Chesapeake Transfer Station	\$ 532,658	\$ 358,832		\$ -		\$ -		\$ 115,000		\$ 190,000		\$ 122,000	
Franklin Transfer Station													
Yard Dog						54,000							
Leachate Drainage Project		24,766											
Total for Franklin Transfer Station	\$ -	\$ 24,766	\$ -	\$ -	\$ -	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Household Hazardous Waste (HHW)													
HHW Facility Improvements		212,212											
HHW Relocation & Improvements	115,000	115,000											
HHW Trailers		13,891											
Loader						142,000							
Pick Up Truck 4x4								30,000		30,000		30,000	
Total for HHW	\$ 115,000	\$ 341,103		\$ -		\$ 142,000		\$ 30,000		\$ 30,000		\$ 30,000	
Isle of Wight Transfer Station													
Concrete Landing Pads		7,950											
Scale						89,000							
Yard Dog								115,000					
Total for Isle of Wight Transfer Station	\$ -	\$ 7,950	\$ -	\$ -	\$ -	\$ 89,000	\$ -	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -

Description	FY 2019	FY 2019 Projected	QTY	FY 2020	QTY	FY 2021	QTY	FY 2022	QTY	FY 2023	QTY	FY 2024	QTY
Ivor													
Compactor & Compactor Box (Qty 2)				75,000									
Total for Ivor	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landstown Transfer Station													
Replace Air Conditioner Units/Handler	53,875	27,903											
Pressure Wash/Paint Exterior	29,440	30,734											
Scale (Inbound/Outbound)	170,000	185,485											
Wheeled Loader								555,000		572,000			
Wheeled Excavator								372,000					
Total for Landstown Transfer Station	\$ 253,315	\$ 244,122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 927,000	\$ -	\$ 572,000	\$ -	\$ -	\$ -
Norfolk Transfer Station													
Tip Floor/Drain Repairs		304,240											
Remove Skylights	15,000	-											
Inbound Scale	85,000	90,839											
Wheeled Excavator						361,530							
Wheeled Loader								545,000		572,000			
Sweeper								38,000					
Total for Norfolk Transfer Station	\$ 100,000	\$ 395,079	\$ -	\$ -	\$ 361,530	\$ -	\$ -	\$ 583,000	\$ -	\$ 572,000	\$ -	\$ -	\$ -
Oceana Transfer Station													
Wheeled Loader						440,000							
Scale						74,000							
Yard Dog								115,000					
Total for Oceana Transfer Station	\$ -	\$ -	\$ -	\$ -	\$ 514,000	\$ -	\$ -	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -
Suffolk Transfer Station													
Wheeled Excavator	320,000	260,904											
Inbound Scale (2)				225,000									
Total for Suffolk Transfer Station	\$ 320,000	\$ 260,904	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tire Shredder Operations													
Loader	275,000	216,992											
Total for Tire Shredder	\$ 275,000	\$ 216,992	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Information Technology													
MUNIS Upgrade (server/software)	24,000	15,999											
Scalehouse Upgrade (server/software)	24,000	8,399											
Systemwide Desktop Replacements (24)	24,000	58,187											
Scalehouse Software	50,000	161,517											
Execu-time Software		64,805											
Access Control System		17,674											
Systemwide Domain Servers/Software		36,015											
Exchange Upgrade Server/Software		15,200											
Total for Information Technology	\$ 122,000	\$ 377,796	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Office Building													
Sealcoat & Repaint Parking Lot				50,000									
Upgrade Lighting to LED						100,000							
Total for Regional Office Building	\$ -	\$ -	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated Project Funds				288,364									
GRAND TOTAL	\$ 5,714,723	\$ 5,774,888		\$ 3,500,000		\$ 3,832,030		\$ 3,454,450		\$ 3,260,000		\$ 1,921,000	

Projected Future Tipping Fees

IN THIS SECTION:

- Projected Future Tipping Fees

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Projected Future Tipping Fees

The Projected Future Tipping Fee Schedule summarizes the projected revenues and expenses and corresponding municipal tipping fee for fiscal years 2020-2024.

The municipal tipping fee is calculated by determining the net revenue requirement or total expenses minus other revenues. This sum is then divided by the projected tonnage of the member communities resulting in a per ton municipal tipping fee.

Revenues

For budget purposes, a conservative approach has been assumed for revenue projections. The waste stream (tonnages) for the member communities is projected to increase 1% per year beginning in fiscal year 2021.

Expenses

Operating expenses are projected assuming a 2% annual increase of total expenses by cost centers.

Southeastern Public Service Authority (SPSA)					
Projected Future Tipping Fee					
	FY 2020 Budget	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Projected Per Ton Municipal Tipping Fee	\$57	\$58	\$58	\$59	\$60
Projected Municipal Waste Stream (Tonnages)					
City of Chesapeake	105,100	106,151	107,213	108,285	109,367
City of Franklin	3,000	3,030	3,060	3,091	3,122
County of Isle of Wight	17,200	17,372	17,546	17,721	17,898
City of Norfolk	90,600	91,506	92,421	93,345	94,279
City of Portsmouth	39,800	40,198	40,600	41,006	41,416
Southampton County	10,800	10,908	11,017	11,127	11,239
City of Suffolk	38,900	39,289	39,682	40,079	40,479
City of Virginia Beach	139,600	140,996	142,406	143,830	145,268
Total Projected Municipal Wastestream	445,000	449,450	453,945	458,484	463,069
Revenues					
Municipal Tipping Fees	\$ 25,377,400	\$ 25,911,735	\$ 26,465,578	\$ 27,047,445	\$ 27,618,484
City of Chesapeake	5,993,629	6,119,828	6,250,634	6,388,060	6,522,927
City of Franklin	171,084	174,686	178,420	182,342	186,192
County of Isle of Wight	980,879	1,001,532	1,022,939	1,045,429	1,067,501
City of Norfolk	5,166,725	5,275,513	5,388,273	5,506,738	5,622,999
City of Portsmouth	2,269,709	2,317,499	2,367,034	2,419,075	2,470,148
Southampton County	615,901	628,869	642,311	656,432	670,291
City of Suffolk	2,218,384	2,265,093	2,313,508	2,364,372	2,414,290
City of Virginia Beach	7,961,090	8,128,715	8,302,460	8,484,996	8,664,136
Navy Solid Waste	1,280,737	1,319,159	1,358,734	1,399,496	1,441,481
Construction & Demolition Debris	765,000	765,000	772,650	780,377	788,180
Sludge - Norfolk Water Treatment Plant	262,600	262,600	262,600	262,600	262,600
Other Tipping Fees	4,450,000	4,573,250	4,700,074	4,830,576	4,946,341
Contract Waste	7,063,500	7,340,500	7,617,500	7,894,500	8,171,500
Non-Contract Waste	2,432,000	2,464,000	2,496,000	2,528,000	2,560,000
Tire Program	515,200	520,352	525,556	530,811	536,119
Household Hazardous Waste Charges	305,000	308,050	311,131	314,242	317,384
White Goods Program	35,000	35,350	35,704	36,061	36,421
Landfill Gas Recovery	312,000	312,000	312,000	312,000	312,000
Miscellaneous Income	198,775	200,763	202,770	204,798	206,846
Interest Earnings	350,000	357,000	364,140	371,423	378,851
Transfer from Fund Balance for Capital/Operating	-	-	-	-	-
Total Revenues	\$ 43,347,212	\$ 44,369,759	\$ 45,424,436	\$ 46,512,328	\$ 47,576,207

Operating Expenses by Cost Center	FY 2020 Budget	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Accounting	\$ 389,034	\$ 396,815	\$ 404,751	\$ 412,846	\$ 421,103
Executive Offices	910,108	928,310	946,876	965,814	985,130
Human Resources	198,817	202,793	206,849	210,986	215,206
Regional Office Building	95,291	97,197	99,141	101,124	103,146
Information Technology	430,181	438,785	447,560	456,512	465,642
Environmental Management	411,150	419,373	427,760	436,316	445,042
Household Hazardous Waste Program	89,634	91,427	93,255	95,120	97,023
Operations & Administration	99,022	101,002	103,022	105,083	107,185
Safety	181,024	184,644	188,337	192,104	195,946
Regional Landfill	3,580,592	3,652,204	3,725,248	3,799,753	3,875,748
Tire Shredder	282,756	288,411	294,179	300,063	306,064
Fleet Maintenance	1,076,598	1,098,130	1,120,093	1,142,494	1,165,344
Transportation	3,441,567	3,510,398	3,580,606	3,652,218	3,725,263
Boykins Transfer Station	24,818	25,314	25,821	26,337	26,864
Chesapeake Transfer Station	638,314	651,080	664,102	677,384	690,932
Franklin Transfer Station	297,211	303,155	309,218	315,403	321,711
Isle of Wight Transfer Station	317,033	323,374	329,841	336,438	343,167
Ivor Transfer Station	22,038	22,479	22,928	23,387	23,855
Landstown Transfer Station	1,124,814	1,147,310	1,170,256	1,193,662	1,217,535
Norfolk Transfer Station	934,191	952,875	971,932	991,371	1,011,198
Oceana Transfer Station	560,773	571,988	583,428	595,097	606,999
Suffolk Transfer Station	487,141	496,884	506,821	516,958	527,297
Scalehouse Operations	616,158	628,481	641,051	653,872	666,949
Suffolk Environmental Trust Fund	5,000	5,000	5,000	5,000	5,000
Contracted Waste Disposal					
Service Fee to Wheelabrator	12,866,035	13,371,541	13,896,909	14,442,919	14,952,032
Hauling & Disposal Contract	6,429,162	6,622,037	6,820,698	7,025,319	7,236,078
Total Operating Expenses	\$ 35,508,462	\$ 36,531,009	\$ 37,585,686	\$ 38,673,578	\$ 39,737,457
Capital Improvements / Equipment Replacement	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000
Landfill Expansion / Closure	\$ 4,338,750	\$ 4,338,750	\$ 4,338,750	\$ 4,338,750	\$ 4,338,750
Total Expenses	\$ 43,347,212	\$ 44,369,759	\$ 45,424,436	\$ 46,512,328	\$ 47,576,207
Net Revenues / (Expense)	\$ -	\$ -	\$ -	\$ -	\$ -

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Appendix

IN THIS SECTION:

- Full Time Equivalent Employees by Cost Center
- Full Time Equivalent by Position
- Financial Policies
- Pay Plan
- Historical Tonnage Received at Transfer Stations
- Historical Summary of Fees and Charges

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Southeastern Public Service Authority (SPSA)							
Full Time Equivalent Employees by Cost Center							
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	# Change	% Change
<u>Administration</u>							
Accounting	3.2	2.2	2.2	2.25	3.25	1	44.4%
Executive Offices	2.2	2.2	2.2	4.25	3.25	-1	-23.5%
Human Resources	1.2	1.2	1.2	1.75	1.75	0	0.0%
Purchasing	1.2	1.2	1.2	0	0	0	N/A
Information Technology	<u>2.2</u>	<u>2.2</u>	<u>2.2</u>	<u>2.25</u>	<u>2.25</u>	<u>0</u>	<u>0.0%</u>
	10	9.0	9.0	10.5	10.5	0	0.0%
<u>Environmental</u>							
Environmental Management	6	6	6	6	6	0	0.0%
<u>Operations</u>							
Safety	2	2	2	2	2	0	0.0%
Regional Landfill	11.5	11.5	14.5	15.5	19.5	4	25.8%
Tire Shredder	3	3	3	3	3	0	0.0%
Fleet Maintenance	16	16	16	17	13	-4	-23.5%
Transportation	40.5	40.5	35.5	31.5	31.5	0	0.0%
Chesapeake Transfer Station	5.36	6.21	6.07	6.07	6.14	0.07	1.2%
Franklin Transfer Station	3.86	3.71	3.57	3.57	3.64	0.07	2.0%
Isle of Wight Transfer Station	3.86	3.71	3.57	3.57	3.64	0.07	2.0%
Landstown Transfer Station	9.36	9.22	9.08	9.08	9.15	0.075	0.8%
Norfolk Transfer Station	11.36	11.22	10.08	7.08	7.15	0.075	1.1%
Oceana Transfer Station	5.36	5.21	5.07	5.07	5.14	0.07	1.4%
Suffolk Transfer Station	5.36	5.21	5.07	5.07	5.14	0.07	1.4%
Scalehouse Operations	12.2	11.25	11.25	11.25	13.00	1.75	15.6%
	129.7	128.8	124.8	119.8	122.0	2.25	1.9%
Total	145.70	143.75	139.75	136.25	138.50	2.25	1.7%

Southeastern Public Service Authority (SPSA)					
Full Time Equivalent Positions					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
Accounting Manager	0	0	0	0	1
Accounting Specialist	1	1	1	1	1
Administrative Coordinator	1	1	1	1	1
Applications Administrator	0	0	0	0	1
Assistant Landfill & Environmental Superintendent	0	1	1	1	1
Budget Analyst	0	0	0	1	0
Controller	1	0	0	0	0
Deputy Executive Director and Chief Financial Officer	1	1	1	0	0
Deputy Executive Director	0	0	0	1	1
Director of Environmental & Landfill Management	0	0	1	0	0
Environmental Specialist	2	2	1	1	1
Environmental Supervisor	1	0	0	0	0
Environmental Technician	3	3	3	3	3
Equipment Mechanic	6	6	6	6	7
Executive Director	1	1	1	1	1
Field Service Mechanic	1	1	1	0	0
Financial Support	0	0	0	1	0
Financial Support and Scalehouse Administrator	1	1	1	1	1
Fleet Manager	0	0	0	0	1
Fleet Support Specialist	1	1	1	1	1
Heavy Equipment Manager	0	0	0	0	1
Heavy Equipment Operator	21	21	22	23.5	26.5
Heavy Equipment Operator, Senior	14	14	16	16	14
Human Resources Generalist	1	1	1	1	1
Human Resources Assistant	0	0	0	0.5	0.5
Information Technology Manager	1	1	1	1	0
Information Technology Support Specialist	1	1	1	1	0
Landfill & Environmental Compliance Specialist	0	0	1	1	1
Landfill & Environmental Superintendent	1	1	1	1	1
Landfill & Environmental Support Specialist	0	0	0	0	1
Landfill Supervisor I	1	1	1	1	1
Landfill Supervisor II	1	1	0	0	0
Lead Equipment Mechanic	2	2	2	3	2
Lead Scale Attendant	2	2	2	2	2
Lead Transfer Vehicle Operator	2	2	2	2	1
Network Administrator	0	0	0	0	1
Purchasing Administrator	1	1	1	0	0
Procurement Specialist	0	0	0	0	1
Safety Administrator	1	1	1	1	1
Scale Attendant	10.2	9.25	9.25	9.25	11
Solid Waste Assistant	11.5	12.5	12.5	11	9
Storeroom Keeper	1	1	1	1	1
Storeroom Supervisor	1	1	1	1	0
Superintendent Of Transfer Stations & Transportation	1	1	1	1	0
Tire Mechanic	1	1	1	1	1
Tire Shredder Laborer	0	0	0	0	0
Tire Shredder Supervisor	1	1	0	0	1
Transfer Station Field Specialist	2	1	0	0	0
Transfer Station Manager	0	0	0	0	1
Transfer Station Supervisor	6	6	6	6	6
Transfer Vehicle Operator	37	37	32	28	29.5
Transportation Operations Manager	1	1	1	1	1
Vehicle and Equipment Maintenance Superintendent	1	1	1	1	0
Vehicle and Equipment Maintenance Supervisor	1	1	1	1	0
Welder	1	1	1	1	1
Worker's Compensation Coordinator	1	1	1	1	1
Total	145.7	143.8	139.8	136.3	138.5

Southeastern Public Service Authority

Financial and Personnel Policies

Adopted by SPSA Board, April 24, 2019

Basis of Accounting and Financial Reporting

The Authority's activities are accounted for similar to those often found in the private sector using the flow of economic resources measurement focus and the accrual basis of accounting. Assets, liabilities, net assets, revenues, and expenses are accounted for through an enterprise fund with revenues recorded when earned and expenses recorded at the time liabilities are incurred.

The annual financial statements are prepared on the accrual basis of accounting. The Authority reports as a special purpose government entity engaged in business-type activities, as defined by the Governmental Accounting Standards Board (GASB). Business-type activities are those that are financed in whole or in part by fees charged to external parties for goods or services.

In accordance with GASB Statement No. 20, Accounting and Financial reporting for Proprietary Funds and Other Governmental Entities that Use Proprietary Fund Accounting, the Authority applies all applicable GASB pronouncements, and has elected to apply only those Financial Accounting Standards Board (FASB) Statements and Interpretations, Accounting Principal Board Opinions and Accounting Research Bulletins issued on or before November 30, 1989, that do not conflict with or contradict GASB pronouncements.

Annual Budget

The SPSA Board of Directors adopts an annual financial plan, or budget, illustrating projected revenues and expenses for the upcoming fiscal year and directs the Executive Director to implement the plan.

The annual budget will be balanced on a cash basis meaning that current revenues will equal current expenses; however, the Authority may use fund balance, or surplus cash, to fund capital expenses and equipment replacement. The Authority may amend or supplement its budget during the fiscal year. The Executive Director is authorized to make budget transfers within cost centers without Board approval. The Executive Director may transfer budget funds between cost centers up to \$50,000 for single and cumulative transfers in any given budget year. Budget transfers between cost centers exceeding \$50,000 for single and cumulative transfers must be approved by the Board. Additionally, the Board shall be advised of all budget transfers between cost centers regardless of amount. Operating budgets will lapse at fiscal yearend with the exception of unfinished capital projects and encumbrances for purchases not received by June 30, of which will rollover to the new fiscal year. Unused funds budgeted for

capital improvements and/or equipment replacement will revert to a reserve for capital improvements and or equipment replacement and not revert to the undesignated fund balance.

The SPSA Board sets the number of full-time equivalent positions with each budget year, however, the Executive Director is authorized to make position adjustments throughout the budget year, limited to the Board authorized full-time equivalent positions. The SPSA Board also sets the pay plan ranges and the Executive Director is authorized to adjust positions within the established pay plan.

The Authority may change the rates for fees and charges following proper notice and public hearing on such change, as stated in Section 15.2-5136 of the Code of Virginia. A public hearing is only required if a change in rates applies.

On or before June 30 the Authority's Board of Directors will adopt the final financial plan for the upcoming fiscal year.

Fund Balance Policy

Effective July 1, 2019, the Authority shall maintain an undesignated fund balance equivalent to two (2) months operating expenses excluding any funds budgeted for capital improvements, equipment replacement and reserves.

The Undesignated Fund Balance may be used for any purpose the Authority's Board of Directors deems appropriate.

The Undesignated Fund Balance may be replenished over 1-3 fiscal years depending on amount.

Employee Policy Manual

The Authority will maintain an Employee Policy Manual. The Executive Director is authorized to make changes to the Employee Policy Manual without Board approval with the exception to sections pertaining to compensation and benefits which must be approved by the Board prior to any changes.

Debt Policies

The Authority does not intend to issue any debt with the exception of a letter of credit, if applicable, established for the purpose of providing financial assurance for landfill closure and post closure costs and any corrective action plans as issued by the Virginia Department of Environmental Quality.

Prior to the issuance of any debt, the Authority's Board of Directors must perform a due diligence investigation of the appropriateness of issuing the debt, including an analysis of the costs of repaying the debt. Such analysis shall be certified by an external certified public accountant, reviewed by the Board, and approved by a vote of a minimum of 75 percent of the Board. The issuance of new debt

shall require a vote of a minimum of 75 percent of the Board of Directors of the authority. The authority shall not issue long-term bond indebtedness to fund operational expenses.

Credit and Collection Policy

Invoices for Disposal System services are typically provided on a monthly basis, within ten (10) days after the end of each billing period, and unless otherwise specified by contract are due on or before the last business day of the month immediately following the month covered by the invoice, except to the extent any such invoices are subject to a good faith dispute. Past due account balances are considered delinquent and are subject to a finance charge of 18% annually. In addition, potential problem accounts or accounts that are in a continuous delinquent payment status may be placed in a credit hold status and the applicable customer/user may be denied access to the SPSA Disposal System until the account returns to a current status and/or an arrangement with SPSA has been made to satisfy the past due balance. Delinquent accounts may also be referred to a collection agency or otherwise pursued through litigation

Investment Policy

In accordance with the Code of Virginia and other applicable law, including regulations, SPSA's investment policy (Policy) permits investments in U.S. Government obligations (including Government Sponsored Enterprise Obligations), obligations of the Commonwealth of Virginia or political subdivisions thereof, repurchase agreements, commercial paper, bankers acceptances, corporate notes, negotiable certificates of deposit, bank deposit notes, mutual funds that invest exclusively in securities specifically permitted under the Policy, and the State Treasurer's Local Government Investment Pool (the State of Virginia LGIP, a 2a-7 like pool, as defined by GASB 31).

The Policy establishes limitations on the holdings of non-U.S. government obligations. The maximum percentage of the portfolio (book value at the date of acquisition) permitted in each security is as follows:

	Maximum percentage
U.S. government obligations	100%
Federal agency or government sponsored enterprise obligations	50
Registered money market mutual funds	100
State of Virginia Local Government Investment Pool (LGIP)	75
Repurchase agreements	50
Bankers' acceptances	40
Commercial paper	35

Negotiable certificates of deposit/bank notes	20
Bank deposits	25
Corporate notes	15

Further, the combined amount of bankers' acceptances, commercial paper, negotiable certificates of deposit/bank notes and corporate notes may not exceed fifty percent (50%) of the total book value of the portfolio at the date of acquisition.

Credit Risk

As required by state statute, the Policy requires that commercial paper have a short-term debt rating of no less than "A-1" (or its equivalent) from at least two of the following; Moody's Investors Service, Standard & Poor's and Fitch's Investors Service. Corporate notes, negotiable Certificates of Deposit and bank deposit notes maturing in less than one year must have a short-term debt rating of at least "A-1" by Standard & Poor's and "P-1" by Moody's Investors Service. Notes having a maturity of greater than one year must be rated at least "AA" by Standard & Poor's and "Aa" by Moody's Investors Service.

Although state statute does not impose credit standards on repurchase agreement counterparties, bankers' acceptances or money market mutual funds, SPSA has established certain credit standards for these investments to minimize portfolio risk.

Concentration of Credit Risk

The Policy establishes limitations on portfolio composition by issuer in order to control concentration of credit risk. SPSA's policy limits the amount that may be invested in the securities of a single issuer to 5% of the portfolio with the following exceptions:

U.S. Treasury	100% maximum
Each registered money market mutual fund	100% maximum
State of Virginia LGIP	75% maximum
Each federal agency or government sponsored enterprise obligation	50% maximum
Each repurchase agreement counterparty	25% maximum
Each bank depository	25% maximum

Interest Rate Risk

As a means of limiting exposure to fair value losses arising from rising interest rates,

SPSA's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. The average maturity of the investment portfolio may not exceed 24 months.

Reserve funds and other funds with longer term investment horizons may be invested in securities exceeding five (5) years if the maturity of such investment is made to coincide as nearly as practicable with the expected use of funds.

Proceeds from the sale of bonds must be invested in compliance with the specific requirements of the bond covenants and may be invested in securities with longer maturities.

Custodial Credit Risk

The Policy requires that all investment securities purchased by SPSA or held as collateral on deposits or investments shall be held by SPSA or by a third-party custodial agent who may not otherwise be counterparty to the investment transaction.

Southeastern Public Service Authority
Pay Plan
Effective July 1, 2019

Job Classification	Status	Grade	Annual		
			Minimum	Midpoint	Maximum
Scale Attendant (Full Time/Part Time)	Non-Exempt	1	\$25,293.32	\$31,616.52	\$37,939.72
Solid Waste Assistant	Non-Exempt	1	\$25,293.32	\$31,616.52	\$37,939.72
Hourly Rate			\$12.1602	\$15.2003	\$18.2403
Environmental Technician	Non-Exempt	2	\$27,822.60	\$34,778.12	\$41,733.64
Lead Scale Attendant	Non-Exempt	2	\$27,822.60	\$34,778.12	\$41,733.64
Hourly Rate			\$13.3762	\$16.7203	\$20.0643
Storeroom Keeper	Non-Exempt	3	\$30,604.60	\$38,255.88	\$45,907.16
Hourly Rate			\$14.7138	\$18.3923	\$22.0708
Landfill & Environmental Support Specialist	Non-Exempt	4	\$33,665.32	\$42,081.78	\$50,497.98
Tire Mechanic	Non-Exempt	4	\$33,665.32	\$42,081.78	\$50,497.98
Hourly Rate			\$16.1852	\$20.2316	\$24.2779
Accounting Specialist	Non-Exempt	5	\$35,360.00	\$44,202.08	\$53,044.42
Heavy Equipment Operator	Non-Exempt	5	\$35,360.00	\$44,202.08	\$53,044.42
Hourly Rate			\$17.0000	\$21.2510	\$25.5021
Environmental Specialist	Exempt	6	\$39,520.00	\$49,402.34	\$59,284.94
Fleet Support Specialist	Non-Exempt	6	\$39,520.00	\$49,402.34	\$59,284.94
Heavy Equipment Operator, Senior	Non-Exempt	6	\$39,520.00	\$49,402.34	\$59,284.94
Transfer Vehicle Operator (Full Time/Part Time)	Non-Exempt	6	\$39,520.00	\$49,402.34	\$59,284.94
Hourly Rate			\$19.0000	\$23.7511	\$28.5024
Equipment Mechanic	Non-Exempt	7	\$49,920.00	\$62,403.12	\$74,885.98
Lead Transfer Vehicle Operator	Non-Exempt	7	\$49,920.00	\$62,403.12	\$74,885.98
Welder	Non-Exempt	7	\$49,920.00	\$62,403.12	\$74,885.98
Procurement Specialist	Exempt	7	\$49,920.00	\$62,403.12	\$74,885.98
Landfill and Environmental Compliance Specialist	Exempt	7	\$49,920.00	\$62,403.12	\$74,885.98
Tire Shredder Supervisor	Exempt	7	\$49,920.00	\$62,403.12	\$74,885.98
Hourly Rate			\$24.0000	\$30.0015	\$36.0029
Lead Equipment Mechanic	Non-Exempt	8	\$53,414.40	\$66,771.38	\$80,128.10
Landfill Supervisor	Exempt	8	\$53,414.40	\$66,771.38	\$80,128.10
Safety Administrator	Exempt	8	\$53,414.40	\$66,771.38	\$80,128.10
Worker's Compensation Coordinator	Exempt	8	\$53,414.40	\$66,771.38	\$80,128.10
Hourly Rate			\$25.6800	\$32.1016	\$38.5231
Executive Assistant	Exempt	9	\$57,687.55	\$73,448.39	\$86,538.37
Financial Support & Scalehouse Administrator	Exempt	9	\$57,687.55	\$73,448.39	\$86,538.37
Fleet Management Coordinator	Exempt	9	\$57,687.55	\$73,448.39	\$86,538.37
Human Resources Generalist	Exempt	9	\$57,687.55	\$73,448.39	\$86,538.37
Transfer Station Supervisor	Exempt	9	\$57,687.55	\$73,448.39	\$86,538.37
Applications Administrator	Exempt	10	\$63,456.31	\$80,793.22	\$95,192.21
Fleet Manager	Exempt	10	\$63,456.31	\$80,793.22	\$95,192.21
Heavy Equipment Manager	Exempt	10	\$63,456.31	\$80,793.22	\$95,192.21
Landfill & Environmental Assistant Manager	Exempt	10	\$63,456.31	\$80,793.22	\$95,192.21
Network Administrator	Exempt	10	\$63,456.31	\$80,793.22	\$95,192.21
Transfer Station Manager	Exempt	10	\$63,456.31	\$80,793.22	\$95,192.21
Transportation Operations Manager	Exempt	10	\$63,456.31	\$80,793.22	\$95,192.21
Accounting Manager	Exempt	11	\$79,320.38	\$99,155.32	\$118,990.26
Landfill & Environmental Manager	Exempt	11	\$79,320.38	\$99,155.32	\$118,990.26
Deputy Executive Director	Exempt	12	\$126,912.61	\$158,648.51	\$190,384.41

**TONNAGES BY FACILITY
FY 2014 - 2018**

WASTE TYPE	CHESAPEAKE TRANSFER STATION					FRANKLIN TRANSFER STATION				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
CHESAPEAKE	79,113	78,182	80,372	78,689	76,867	0	0	0	0	0
FRANKLIN	0	0	0	0	0	2,462	2,524	2,592	2,690	2,698
ISLE OF WIGHT	0	0	0	0	0	1,527	1,634	1,736	1,602	1,427
NORFOLK	0	0	0	0	0	0	0	0	0	0
PORTSMOUTH	86	11	0	0	0	0	0	0	0	0
SOUTHAMPTON	0	0	0	0	0	7,443	7,574	7,824	8,083	8,285
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	3,434	3,591	3,867	4,759	3,744	0	0	0	0	0
RESIDENTS	1,371	1,527	1,714	2,042	2,812	360	391	357	346	360
OTHER	0	0	0	0	0	4	6	8	5	1
TOTAL MUNICIPAL WASTE	84,004	83,311	85,953	85,490	83,423	11,796	12,129	12,516	12,725	12,770
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	0	0	32	8	0	0	0	0	0	0
COMMERCIAL WASTE	58,732	57,719	49,653	51,554	39,306	9,164	10,545	9,244	9,092	8,196
TOTAL NON-MUNICIPAL WASTE	58,732	57,719	49,685	51,563	39,306	9,164	10,545	9,244	9,092	8,196
GRAND TOTAL	142,736	141,030	135,637	137,053	122,729	20,960	22,674	21,760	21,817	20,966
WASTE TYPE	ISLE OF WIGHT TRANSFER STATION					LANDSTOWN TRANSFER STATION				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
CHESAPEAKE	0	0	0	0	0	239	388	176	176	16
FRANKLIN	0	0	0	0	0	0	0	0	0	0
ISLE OF WIGHT	15,727	14,437	14,777	13,579	15,457	0	0	0	0	0
NORFOLK	0	0	0	0	0	0	0	0	0	0
PORTSMOUTH	0	0	0	0	0	0	0	0	0	0
SOUTHAMPTON	584	530	562	510	626	0	0	0	0	0
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	95,293	99,016	94,728	94,728	92,319
RESIDENTS	649	826	855	967	656	1,336	1,444	2,285	2,285	2,562
OTHER	0	2	5	2	21	0	0	0	0	0
TOTAL MUNICIPAL WASTE	16,959	15,796	16,198	15,058	16,759	96,868	100,849	97,189	97,189	94,897
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	0	0	0	0	0	1,480	1,884	1,856	1,856	1,765
COMMERCIAL WASTE	6,465	6,434	7,732	5,189	3,567	71,120	74,233	64,585	64,585	51,034
TOTAL NON-MUNICIPAL WASTE	6,465	6,434	7,732	5,189	3,567	72,600	76,117	66,441	66,441	52,799
GRAND TOTAL	23,424	22,230	23,930	20,247	20,326	169,468	176,966	163,630	163,630	147,696
WASTE TYPE	NORFOLK TRANSFER STATION					OCEANA TRANSFER STATION				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
CHESAPEAKE	2,723	3,459	4,051	2,723	2,151	0	0	0	0	0
FRANKLIN	0	0	0	0	0	0	0	0	0	0
ISLE OF WIGHT	0	0	0	0	0	0	0	0	0	0
NORFOLK	60,410	62,296	66,174	59,066	62,587	0	0	0	0	0
PORTSMOUTH	854	0	0	0	228	0	0	0	0	0
SOUTHAMPTON	0	0	0	0	0	0	0	0	0	0
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	4,024	4,519	5,452	9,875	3,881	27,593	26,178	26,211	26,897	27,539
RESIDENTS	2,177	2,097	2,186	2,121	2,773	0	0	0	0	0
OTHER	49	59	67	51	78	0	0	0	0	0
TOTAL MUNICIPAL WASTE	70,238	72,430	77,930	73,836	71,698	27,593	26,178	26,211	26,897	27,539
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	13,965	13,792	14,479	14,836	15,226	2,502	2,372	2,359	2,291	2,577
COMMERCIAL WASTE	131,254	131,985	103,566	107,667	75,774	58,587	55,411	46,166	47,109	39,921
TOTAL NON-MUNICIPAL WASTE	145,219	145,777	118,046	122,503	91,000	61,089	57,783	48,525	49,401	42,498
GRAND TOTAL	215,457	218,208	195,975	196,339	162,697	88,682	83,961	74,736	76,298	70,037

WASTE TYPE	SUFFOLK TRANSFER STATION					RDF PLANT (NON-SPSA LOCATION)				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018*
CHESAPEAKE	3,808	5,413	6,417	7,849	8,809	5,298	4,617	3,081	1,482	3,053
FRANKLIN	0	0	0	0	0	0	0	0	0	0
ISLE OF WIGHT	0	0	0	0	0	0	0	0	0	0
NORFOLK	0	0	0	0	0	0	0	0	0	0
PORTSMOUTH	0	0	32	789	1,251	30,632	28,429	29,057	29,234	31,290
SOUTHAMPTON	0	0	0	0	0	0	0	0	0	0
SUFFOLK	35,055	36,274	38,296	39,885	37,056	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	0	0	0	0	0
RESIDENTS	2,991	2,829	3,088	3,312	4,548	189	217	208	152	0
OTHER	89	53	38	75	106	33	50	42	36	23
TOTAL MUNICIPAL WASTE	41,943	44,568	47,870	51,909	51,770	36,151	33,312	32,388	30,904	34,366
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	47	6	38	422	256	5,482	7,266	6,018	4,937	6,691
COMMERCIAL WASTE	19,997	20,500	17,192	18,276	14,741	107,709	110,721	103,937	105,953	52,269
TOTAL NON-MUNICIPAL WASTE	20,044	20,506	17,231	18,698	14,997	113,191	117,987	109,955	110,889	58,960
GRAND TOTAL	61,988	65,075	65,101	70,607	66,767	149,342	151,300	142,343	141,794	93,326

WASTE TYPE	REGIONAL LANDFILL					GRAND TOTAL				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
CHESAPEAKE	0	13	12	6	0	91,182	92,072	94,109	90,926	90,896
FRANKLIN	0	0	0	0	0	2,462	2,524	2,592	2,690	2,698
ISLE OF WIGHT	0	0	0	0	0	17,254	16,070	16,513	15,180	16,883
NORFOLK	7,711	5,866	4,685	4,782	5,586	68,121	68,162	70,859	63,847	68,173
PORTSMOUTH	0	0	0	0	0	31,572	28,440	29,089	30,023	32,769
SOUTHAMPTON	0	2	0	0	0	8,027	8,107	8,385	8,593	8,910
SUFFOLK	2,826	5,733	2,475	5,905	3,922	37,881	42,007	40,770	45,789	40,978
VIRGINIA BEACH	6	0	0	0	0	130,349	133,304	130,257	136,260	127,483
RESIDENTS	0	0	0	0	0	9,071	9,331	10,692	11,223	13,711
OTHER	456	456	589	719	682	631	626	749	888	910
TOTAL MUNICIPAL WASTE	10,999	12,070	7,761	11,412	10,190	396,551	400,644	404,015	405,420	403,412
OTHER WASTE	48,113	118,935	181,187	69,938	65,567	48,113	118,935	181,187	69,938	65,567
ASH	193,710	192,254	177,492	174,420	179,361	193,710	192,254	177,492	174,420	179,361
NAVY WASTE	136	35	87	149	154	23,614	25,357	24,869	24,500	26,668
COMMERCIAL WASTE	1,467	4,265	1,386	2,204	2,089	464,495	471,812	403,461	411,630	286,898
TOTAL NON-MUNICIPAL WASTE	243,426	315,489	360,152	246,711	247,171	729,931	808,358	787,009	680,488	558,494
GRAND TOTAL	254,425	327,559	367,912	258,123	257,361	1,126,482	1,209,002	1,191,024	1,085,909	961,906

Note: Regional Landfill totals do not include waste delivered from transfer stations.

Note: RDF Plant is a non-SPSA location effective April 30, 2010.

Note*: For 2018, the commercial waste received at the RDF represent the period July 1, 2017 - January 25, 2018 ONLY.

Southeastern Public Service Authority (SPSA)
Historical Summary of Fees and Charges

Waste Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Municipal Solid Waste (per ton)	\$125	\$125	\$125 / \$65	\$62	\$57
City of Virginia Beach (capped rate per Ash & Residue Agreement)	\$95.18	\$125.00	\$125 / \$65	\$62	\$57
US Navy Processible Waste (per ton)	\$42.05	\$42.05	\$44.62	\$44.62	\$49.00
Residential Waste (per ton) (charged to member community)	No Charge	No Charge	No Charge	\$62	\$57
Suffolk Municipal Waste (per ton)	No Charge	No Charge	No Charge	\$62	\$57
Industrial Waste (per ton)	\$65.56	\$65.56	\$67.53	\$75.00	\$76.00
Boats (minimum fee \$84 each)	\$0.04 / lb	\$0.04 / lb	\$84	\$84	\$84
Campters/trailers (minimum fee \$204 each)	N/A	\$0.10 / lb	\$204	\$204	\$204
Dead Animals - Bagged or Unbagged (household pets only) each bag	\$20	\$20	\$20	\$20	\$20
Water Treatment Plant Sludge from Member Community (per ton)	\$46	\$46	\$46	\$50	\$50
Construction and Demolition Waste	\$42	\$42	\$47	\$51	\$51
Automobile and Light Truck Tires	\$82.50	\$82.50	\$82.50	\$82.50	\$82.50
Truck and Light Industrial Tires	\$145	\$145	\$145	\$145	\$145
Heavy Equipment and Off Road Tires (each)	\$160	\$160	\$160	\$160	\$160
Tires with Rims (Rim removal charge added per tire)	\$3	\$3	\$3	\$3	\$3
Hauling and Disposal of Used Tires	N/A	N/A	N/A	N/A	N/A
Household Hazardous Waste (Residential)	\$35	\$35	\$35	\$36	\$36
Batteries (lead & rechargeable)	\$60	\$60	\$60	\$60	\$60
Cell Phone Batteries	N/A	N/A	N/A	N/A	N/A
Alkaline Batteries (per lb)	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75
Appliances with CFC (each) - Member Communities, Residents & Commercial	\$12	\$12	\$12	\$15	\$15
White Goods Containers (Charged per Pull)	\$75-125	\$75-125	\$75-125	\$75-125	\$75-125
Gray Soils used for Alternative Daily Cover	\$10-25	\$10-25	\$10-25	\$10-25	\$10-25

Rates are per ton unless otherwise indicated.

For any category of Waste Disposal based on weight, the Minimum Fee was \$15 in FY 2009 - FY 2014, and \$20 effective July 1, 2014