

**MINUTES OF THE BOARD OF DIRECTORS OF THE
SOUTHEASTERN PUBLIC SERVICE AUTHORITY OF VIRGINIA**

September 25, 2019

The Regular Meeting of the Board of Directors of the Southeastern Public Service Authority (SPSA) was held at 9:30 a.m. in the Regional Board Room at the Regional Building, 723 Woodlake Drive, Chesapeake, Virginia. The following members were in attendance or as noted:

Mr. John Maxwell	(CH)	Mr. Steven Jenkins	(CH)
Ms. Sheryl Raulston	(FR)	Ms. Amanda Jarratt (<i>absent</i>)	(FR)
Mr. Dale Baugh (<i>absent</i>)	(IW)	Mr. Randy Keaton	(IW)
Mr. John Keifer	(NO)	Mr. Richard Broad	(NO)
Mr. C.W. "Luke" McCoy	(PO)	Mr. Solomon Ashby (<i>absent</i>)	(PO)
Mr. Mark Hodges	(SH)	Ms. Lynette Lowe (<i>absent</i>)	(SH)
Mr. David Arnold	(SU)	Mr. Patrick Roberts	(SU)
Mr. William Sorrentino	(VB)	Mr. John Barnes*	(VB)

* Indicates Late Arrival

** Indicates Early Departure

(CH) Chesapeake; (FR) Franklin; (IW) Isle of Wight; (NO) Norfolk; (PO) Portsmouth, (SH) Southampton County; (SU) Suffolk; (VB) Virginia Beach

Others present at the meeting included the Alternate Ex-Officio Members, Mr. Eric Martin (CH), Mr. Michael Etheridge (IW), Ms. Trista Pope (NO), Mr. Scott Mills (SU), and the following SPSA executives, Ms. Liesl R. DeVary, Executive Director and Treasurer, Mr. Dennis Bagley, Deputy Executive Director, Ms. Sandy Schreiber, Accounting Manager and Secretary, Ms. Tressa Preston, Executive Administrator, Mr. Warren Tisdale, General Counsel, and Mr. Brett Spain, Attorney with Willcox & Savage.

1. CALL MEETING TO ORDER

Chairman Keifer, Chairman of the Board, called the meeting to order at 9:30 AM.

2. PUBLIC COMMENT – No public comments received.

3. CHAIRMAN'S COMMENTS

Chairman Keifer had no comments, but ceded the floor to Ms. DeVary for some introductions. Ms. DeVary introduced Tressa Preston, newly hired Executive Administrator. Ms. Preston comes to SPSA with over 7 years of experience working with executives and over 5 years of experience as a legal assistant. Chairman Keifer welcomed Ms. Preston.

Ms. DeVary went on to say that there will be a change in SPSA's General Council. Mr. Tisdale explained that he will be retiring on December 31, 2019 and has given careful consideration as

to who might be the person to take his place. He introduced Brett Spain, an attorney from Willcox & Savage, who Mr. Tisdale describes as an extraordinary attorney who is very smart, has good attention to detail, good judgment, and most importantly has an unflappable demeanor and is very diplomatic. Mr. Tisdale thinks Mr. Spain will work very well with the Board. As a formality, a new engagement letter for legal services will be brought to the Board at the October Board Meeting.

4. APPROVAL OF MINUTES

The minutes of the August 28, 2019 Board meeting have been distributed. Chairman Keifer asked if there were any additions or changes.

Mr. Maxwell moved, seconded by Mr. McCoy to approve the August 28, 2019 minutes of the SPSA board as presented. The vote of the motion was unanimous.

5. EXECUTIVE DIRECTOR UPDATES

Ms. DeVary began by stating that she is very excited for this presentation. The SPSA Leadership Team has spent the last several months working with the communications and marketing arm of HDR to create a rebranding for SPSA. While most businesses do a rebranding ahead of their restructuring efforts, SPSA has done it the other way around. Ms. DeVary went on to say that SPSA has completed a major restructuring over the last ten years and that restructuring has necessitated a rebranding, which SPSA staff is very excited about.

Ms. DeVary goes on to address the question of why SPSA is undertaking a rebranding. As she mentioned earlier, in 2010 the SPSA Board was transformed, which ushered in a new era of financial responsibility, environmentally-conscious decisions, accountability and transparency. SPSA wants its member communities to be proud of partnering with SPSA and they believe that there needs to be a visual reminder of SPSA 2.0, not just for the communities, but also for the employees that have contributed to the new SPSA along the way. Another main reason for the timing of this rebranding is that it is the first step in changing any biased perception of SPSA as preparations for the public campaign for the permitting process begin. While the hope is that any negative thoughts about SPSA have diminished, it is the time to present a new SPSA.

Ms. DeVary presented the renewed philosophy and values, which will be carried down through the ranks and become a part of employee evaluations. She reminded the Board that this process was taken very seriously by the entire Leadership Team and these changes were developed by the entire group. The purpose of the Authority has not changed, as it was defined by House Bill 1872, also known as the Cosgrove Bill. The mission remains largely unchanged, as well. However, the new vision is to be the gold standard leader in innovative waste management and landfill operations. The new values: Environmental Stewardship, Community Stewardship, Pride, Dependability, Convenience, and Fiscal Responsibility, have been thoroughly defined in a way that is easy to understand.


Ms. DeVary unveiled the new logo and distributed a handout to the Board so they could see the true colors of the badge and lettering. There is also an additional image that shows trash being

transformed into a beautiful landfill. The logo also features the words “Waste Solutions” so that people can better understand what SPSA does and give it a clearer definition. Moving forward, whenever someone sees “SPSA” they will also see “Waste Solutions.” The logo is developed in the shape of a shield and it represents both protecting the environment and the community SPSA serves, as well as the Authority’s sense of responsibility to be a steward of Hampton Roads.

Ms. DeVary presented the Board with images of what the new website, facility signage, and potential new clothing options would look like with the new branding. She also showed the image of a possible trailer design, but stated that due to the regular repair work needed on the trailers, that idea may not be viable. Ms. DeVary went on to assure the Board that the initial installation will be limited to items that are within the current budget means. This will involve new stickers for SPSA tractors and vehicles, as well as business cards and letterhead. Ms. DeVary also informed the Board that SPSA, HDR, and the attorneys are looking into a tag line to be used, but proper trademarking would have to be obtained before that would take place.

SPSA ~ Re-Branding

SPSA has transformed its operations over the last several years and this has necessitated a re-branding.



Current Brand ~ Since 1985






Current Values, Goals


Strategic Operating Plan:

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.

SPSA Website:

SPSA's shared goals are:

- Maintain and enhance a customer service focus
- Operate efficiently and effectively
- Maintain a culture where employees are motivated and productive
- Continue to be fiscally responsible
- Maintain and enhance trust and confidence in the organization



Current Signage




Why?

- In 2010, the SPSA Board was transformed which ushered in a new era of financial responsibility, environmentally conscious decisions, accountability and transparency.
- We want our communities to be proud in partnering with SPSA.
- There needs to be a visual reminder of SPSA 2.0, not just for our communities but also for the employees that have contributed along the way.
- The first step in changing any biased perception of SPSA as we prepare for a public campaign for the permitting process.

SPSA

Renewed Philosophy

We pride ourselves on being stewards of the environment. From treating your solid waste as a resource for converting trash to green energy and preventing waste and litter from entering our waterways, to transforming tons of solid waste into beautiful outdoor spaces full of natural life, our environmental impact is something that should make our community proud.

Purpose, Mission, Vision

Our Purpose: The management of the safe and environmentally sound disposal of regional waste.

Our Mission: To provide an efficient and responsible waste management system for our member communities.

Our Vision: To be the gold standard leader in innovative waste management and landfill operations.

Our Values

Environmental Stewardship

Community Stewardship

Pride

Dependability

Convenience

Fiscal Responsibility

Our Values Defined

Environmental Stewardship:

We care about making environmentally responsible choices. We know you do, too. Our commitment to environmentally-conscious practices is one that we take seriously and it shows in the work that we do.

Community Stewardship:

Our relationship with the communities we serve is our highest priority. We strive every day to bring you a high-quality service that you can trust at a reasonable price.

Pride:

Nothing shows our pride in our work more than how we keep and maintain our equipment and facilities. We encourage our community members to come check out our facilities. We have a lot to show off.

Our Values Defined

Dependability:

We understand our vital role in this community and will push ourselves to ensure dependable disposal options to our member communities for years to come.

Convenience:

A system that is complicated or overwhelming won't work. We are dedicated to listening to our customers and ensuring the most convenient service possible.

Fiscal Responsibility:

We are practically tackling today's realities and preparing for tomorrow's challenges. Running a fiscally responsible and efficient waste system requires in-depth analysis and meticulous practices. We're on it.



The logo is developed on the shape of a shield, representing protecting both the environment and the communities SPSA serves, as well as the authority's sense of responsibility to be a steward of Hampton Roads.



Mr. McCoy thanked the staff for their efforts stating that in both the private sector and the public sector, organizations are constantly trying to identify themselves to the community and it is not uncommon for organizations to change their logos to be more clearly identifiable and that the most important thing SPSA can do is to identify itself and what the Authority does for the community. Mr. McCoy referred to the picture of the trash being transformed into the beautiful representation of Mother Earth as truly telling the story of what SPSA does. He again thanked the staff for their efforts, Ms. DeVary for involving the Leadership Team, and the Leadership Team for including the thoughts of the rest of the staff.

Mr. McCoy went on to talk about the new branding speaking to what SPSA has become. Look at the landfill SCADA system and the drones SPSA uses, along with the data on compaction per cubic yard, it really says a lot about what SPSA does. Mr. McCoy went on to say that even the state Department of Environmental Quality has stated that SPSA is one of the leaders, if not the leader, in landfill presentation in the state of Virginia. Mr. McCoy extended his compliments to Ms. DeVary and the staff for their fine work.

Ms. DeVary stated that while initially it was staff that was more interested in the rebranding process than she was, she is now very proud of what has been put together and is glad that the Authority is making the change. Ms. DeVary reiterated that they are not asking for any money at this time and that many things can be done within the current budget. The changes will roll out slowly and management will be mindful about the cost involved.

Mr. Barnes added his appreciation for the time and effort put into the rebranding process. He went on to say that the most compelling part of the idea is making sure that the public understands that SPSA is a different organization than the previous 30 years. Mr. Barnes went on to say that the change is fairly dramatic and it simplifies a lot of concepts that need to be pursued. He applauds the efforts taken in the process.

Ms. DeVary and Chairman Keifer thanked Mr. Barnes for his comments.

Mr. Martin added that, as a long-time Board member, he thinks that SPSA is right on target having moved the organization from a bureaucracy more to an efficient business whose mission is taking precedence. SPSA is delivering great services at a great price and the branding is timely. He commends the staff for making the mission statement and values outwardly focused speaking directly to SPSA's customers creating an important external focus to engage the public.

Ms. DeVary continued with the Executive Director's Report stating that SPSA staff continue to work hard and are going a great job. The annual audit is under way and this is the first time in ten years that Ms. DeVary has not been the sole person coordinating the audit. Ms. DeVary commends and thanks Ms. Sandy Schreiber for all of the work she has been doing to coordinate the audit.

Ms. DeVary went on to provide an update on the permitting process for landfill Cells VIII and IX. A preliminary draft Purpose and Need Statement has been completed and reviewed by the Executive Committee. SPSA plans to submit both the draft Purpose and Need Statement, as well as the proposed RFP for the third-party consultant to prepare the Environmental Impact Statement to the Army Corps of Engineers early next week, so that the Corps can review and suggest changes, if necessary. Ms. DeVary will send the Purpose and Need Statement and the RFP to the Board and keep them updated as any comments are received.

Mr. Bagley presented the Operations Report stating that during the most recent reporting period, SPSA brought 34,977 tons of waste into the landfill, which is a 11,253 ton decrease from the last reporting period. Wheelabrator delivered 13,743 tons of residue to the landfill, roughly 50% of which was nonqualifying and the amount of nonqualifying ash continues to increase. Wheelabrator has had quite a few issues this month with the equipment failures for the screener, but they are working on it and anticipate improved numbers if they can keep the machine operating.

Total leachate hauled for the reporting period is 698,421 gallons. The amount that HRSD accepted through the force main is 681,000 gallons. Mr. Bagley reported that this is likely to be a steady number until the new pump station is operational. The total leachate sent to HRSD was 1,379,933 gallons, which was a decrease of 143,319 gallons from the last reporting period. Mr. Bagley commented that this fluctuation in numbers is likely due to the previous month's additional pumping to lower the levels of the leachate settling ponds in anticipation of beginning the cleaning process. There were no odor complaints this reporting period.

Mr. Bagley went on to report on the diversion of waste that occurred during the reporting period and that has been in discussion over the last several months. Beginning on August 30th and continuing through the Labor Day weekend, the ash conveyor at Wheelabrator had difficulties, which resulted in delays due to the amount of waste on the floor. Sometimes SPSA trucks were waiting up to two and a half hours to unload. On the 5th of September, the plant actually shut down and did not accept any waste, resulting in SPSA diverting waste to the regional landfill. This diversion of waste continued from September 5th through September 10th, at which point Wheelabrator was able to accept waste at the RDF plant. Mr. Bagley's understanding is that the majority of the problems were caused by the ash system not working properly which shut the boilers down. The determination to divert was made each day during September 5th – 10th based on the amount of waste Wheelabrator had in the pit, which reached as much as 4,500 tons, along with as much as 2,500 tons on the floor.

The total amount of waste that was diverted to the landfill during that timeframe was 1,428 tons, which is considerable. Although there is an agreement that SPSA can move waste back to the RDF plant, due to expenses incurred by SPSA, it was decided not to move the waste back in an attempt to cover costs. A previous diversion from July was moved back to the RDF with 240 remaining tons that still need to be moved. Mr. Bagley went on to say that Wheelabrator has been operating well in the last few days and he believes that many issues have been worked out and that improvements that are in progress will have a positive impact on operations.

Mr. Barnes asked if the two and a half hour delays at Wheelabrator impacted the transfer stations. Mr. Bagley responded that the two and a half hour delays happened after the transfer stations were closed. It was only Oceana and Landstown trucks that were hauling at night, some of which were backed up as late as 11:00 p.m. Mr. Barnes responded that diverting to the landfill would not have been an option at that hour. Mr. Bagley confirmed that was the case. He went on to say that one of the factors that is always at the front of his mind when making decisions is the SPSA core value of "Dependability." A great deal of work goes on behind the scenes to ensure that member communities are not impacted at all when situations like this occur. The first priority from a transportation and transfer station perspective is to make sure that the community is not delayed and that they see none of the issues going on behind the scenes even if that means that SPSA incurs extra costs for drivers and overtime.

At this point, Chairman Keifer elected to have Wheelabrator present their report before continuing with the Executive Director's Report.

6. WHEELABRATOR PORTSMOUTH MONTHLY REPORT


Mr. Clint Stratton of Wheelabrator responded to Mr. Bagley's statements, confirming that Wheelabrator's primary ash conveyor went down on August 30th. While making repairs on that conveyor their secondary conveyor broke several times, making the system inoperable. This caused their boilers to go down and resulted in the maximum pit volumes of 4,500 tons to which Mr. Bagley referred. Wheelabrator had 24 hour around the clock maintenance support to get back online. Mr. Stratton thanked SPSA and Mr. Bagley for working with Wheelabrator during that process. SPSA is Wheelabrator's biggest customer and they apologize for the extended wait times. Mr. Stratton told the Board that there are improvement projects budgeted for the first

quarter of 2020 to replace the entire ash conveyor. The Director of Maintenance for the facility and the VP of Maintenance for Wheelabrator is assisting the facility to ensure that proper actions are being taken to correct the long-term issues they have been experiencing.

Chairman Keifer requested that in future reports Mr. Stratton include the status of these rehabilitation plans so that the Board can be made aware of progress. Mr. Stratton agreed.

Mr. Stratton presented the August 2019 operational report for Wheelabrator Portsmouth:

Wheelabrator Portsmouth August 2019
Operational Data



51,074 Tons	62,623 Tons	51,305 Tons	18,743* Tons	16,517 MW
Total waste received by SPSA	Waste delivered to RDF	Total RDF processed	Ash sent to landfill	Electric power sold
30,034 K-LBS	87%	98%	1	2
Steam sold to U.S. Navy	Overall boiler availability	Overall generator availability	OSHA recordable accidents	OSHA recordable accidents YTD

*Includes 6,803 tons of non-qualifying residue delivered to landfill

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After reviewing the operational data, Mr. Stratton continued by sharing some facility updates with the Board. During the reporting period Wheelabrator experienced four boiler outages. Major work included the grate overhaul, chair and bar replacement, flue gas repairs, and pressure part ash removal work to ensure boiler reliability. The shredder motor on the B line has tested satisfactory and will be in service tomorrow. The third line should be in service by early next week. The closure mechanism was installed and tested so SPSA can tip trailers at the RFP plant. Mr. Stratton congratulated a driver for being one of only two people who he has ever seen back up correctly on the first try. Mr. Tim Strickland is working with SPSA's drivers to get everyone trained for tipping trailers.

Mr. Stratton also let the Board know that Wheelabrator is having a driver appreciation event on October 8th from 11:00 a.m. to 1:00 p.m. and encourages SPSA drivers to participate. He also invited anyone who wants to take a tour of the facility to come out.

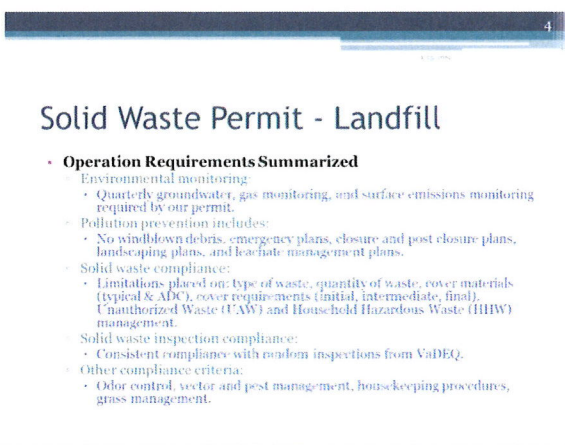
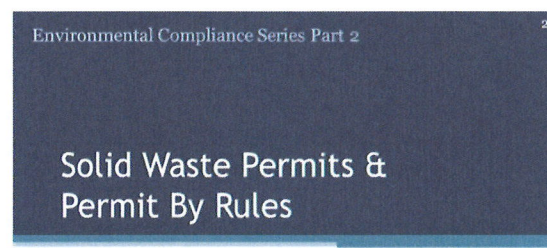
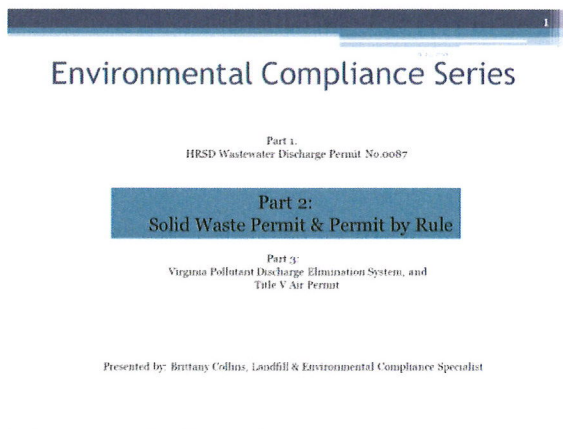
Mr. McCoy asked about the speed of tipping versus walking. Mr. Stratton responded that, while it has been a long time since he timed SPSA trucks, he averages that its 18 to 19 minutes for a walker and 5 to 6 minutes to tip. Mr. McCoy and Mr. Stratton agreed that this was a positive development for both SPSA and Wheelabrator. Mr. Stratton thanked the Board and staff for their support though these issues.

Chairman Keifer turned the meeting back over to Mr. Bagley to pick up where he left off in the Operating Report portion of the Executive Director’s Updates.

5. EXECUTIVE DIRECTOR UPDATES, CONT.

Mr. Bagley reminded the Board that SPSA began a series of environmental presentations at the last Board Meeting. Before beginning on Part 2 of that series, which focuses on Solid Waste Permits, he explained that the purpose of the series is to illustrate SPSA’s commitment to the core value of “Environmental Stewardship.” SPSA takes its responsibility very seriously and these presentations will help show in simple terms the complexity of issues that SPSA addresses from an environmental standpoint. Additionally, Ms. Brittany Collins, SPSA’s Environmental Compliance Specialist is very knowledgeable on the technical issues and regulations that must be followed and SPSA is fortunate to have her expertise. By being proactive, SPSA has been able to eliminate most problem areas and Ms. Collins will be able to explain to you exactly how we are able to do that.

Ms. Collins presented the second part of the Environmental Compliance Series – Part 2: Solid Waste Permit & Permit by Rule.



Solid Waste Permit con't

Gas Monitoring and Surface Emissions Monitoring

- We perform gas and surface emissions monitoring quarterly. Very seldom do either of these monitoring events have exceedances.

Groundwater Monitoring

- We perform groundwater monitoring on a quarterly basis.
- We are currently under a Corrective Action Monitoring Program (CAMP) for re-occurring metals which are consistent with the area.

Sampling

Gas Monitoring and Surface Emissions Monitoring

- Gas monitoring is performed by physically checking surrounding wells for underground gas concentrations with the use of specialized monitoring equipment.
- Surface emissions monitoring checks for methane concentrations on the surface of the landfill with the use of specialized monitoring equipment.

Groundwater Monitoring

- Groundwater monitoring is performed using technical monitoring equipment to read a variety of parameters in real time. Ground water is tested from the surrounding wells at the landfill. Once the water has reached a specific baseline, bottles are filled with the flowing groundwater and sent to our contracted laboratory for analysis.

Solid Waste Compliance and Pollution Prevention Regulations

- Landfills shall not:**
 - Allow leachate to drain into stormwater.
 - Cause a discharge of pollutants or violate any requirements of the Clean Water Act.
 - Cause the discharge of a nonpoint source of pollution to waters that violates any requirement of water quality management plan that has been approved under of the Clean Water Act.
 - Allow solid waste to be deposited in or to enter any surface waters or streambeds.
- Fencing or other suitable control means shall be used to control litter migration.
- All litter blown from the landfill operations shall be collected on a weekly basis.
- Comply with compaction and cover requirements.
- Sanitary landfills shall not dispose of the following wastes:
 - White goods
 - Hazardous waste

Solid Waste Compliance and Other Compliance Matters

- Odors shall be effectively controlled so they do not constitute nuisances or hazards.
 - Odors are controlled with regular cover activities on the Landfill.
 - Transfer stations limit odor by containerizing wastes quickly for transfer.
- Disease vectors shall be controlled using techniques for the protection of human health and the environment.
 - Disease vectors are seldom because of the natural wildlife in the area, however humane traps are utilized at tipping floors for rodents.
- Fugitive dust and mud deposits on main offsite roads and access roads shall be minimized at all times to limit nuisances.
 - We use the water truck during dry weather to keep trucks from lifting dust off the roads.
 - Mud deposits are limited with regular grading and compaction of our service roads.

Inspection Criteria and How We Are Always Prepared:

Random inspections by VaDEQ inspector.

Inspections cover paperwork, physical inspection of the landfill, working face practices, leachate monitoring, and any changes that have occurred since the previous inspection.

Ways we stay prepared for these inspections.

Keeping up with final cover and seeding as we move from one working face to a new working face. Daily inspections are performed by the environmental staff to ensure compliance with DEQ standards. Paperwork is kept up to date and available if DEQ requests anything for their records. The SCADA system keeps real time observations of the leachate levels within the landfill and ponds. All monitoring data is completed at the time of sampling to ensure no errors are made within the deadline of the sampling event.

Permit by Rules

- We have Permit by Rules or PBR's for our transfer stations.
- Differences between SWPs and PBRs include:
 - PBR holders do NOT store uncontainerized waste.
 - PBR's do not have monitoring requirements, such as the surface emissions, groundwater, and gas monitoring.
 - Lower annual fees.
- Similarities to the SWP
 - Pollution prevention requirements.
 - Must provide control of odors, windblown debris.
 - Must provide stormwater plans, closure and post-closure plans, L'AW plans.
 - Random inspections are performed by VaDEQ.
- Transfer Station Supervisors perform daily inspections and the SPSA Environmental Team performs quarterly inspections to ensure compliance with all VaDEQ standards as well as our own.

PBR-Environmental Inspections

- SPSA Environmental Department performs quarterly environmental inspections at all of our locations. We review based on inspection regulation requirements:
 - Operator certification and operations manuals.
 - UAW received and UAW controls.
 - Physical condition of the areas.
 - Specifically the tipping floor, roads, scales, storage areas, etc.
 - Household Hazardous Wastes storage, if applicable.
 - Aboveground or Underground Storage Tanks and their condition.
 - Incident reports, if applicable.
 - Stormwater management.
 - Odor, and wind blown debris management.
 - Leachate management.
-

After the presentation, Ms. Collins asked for questions from the Board. Ms. Raulston stated that while her experience with industrial landfills makes her quite familiar with the subject of the presentation, she has a few questions, including wanting to know about the permit requirements for surface emissions. Ms. Collins responded that a quarterly monitoring of the surface of the landfill takes place, checking roughly every one hundred feet for methane emissions that go over 25 percent of the limits of explosive for methane. Ms. Raulston then asked about vector and pest management, inquiring as to what the main problems are and how they are addressed. Ms. Collins responded that the biggest vector issue is seagulls picking trash off of the working base and that the best course of action is to make sure that trash is covered at an effective rate to keep them from being able to access the trash in general. Ms. Raulston's final question was to ask what types of alternative daily coverage are allowed under the permit. Ms. Collins stated that the landfill currently uses clean ash as daily cover. They also use clean fill or regular cover. There are other types that the DEQ recognizes, but SPSA would have to go through the process of getting them accepted by the DEQ, so currently ash is the primary source of alternative daily cover. Ms. Raulston complimented Ms. Collins on her presentation.

Mr. McCoy asked if the clean fill that Ms. Collins was referring to was taken out of cell VII. Ms. Collins responded that yes, that was correct.

Mr. Barnes complimented Ms. Collins on a job well done. He then commented that, for Board members, the importance of the subjects being covered is that they speak to the modern-day landfill, rather than "the dump" that many people think of, which has no environmental controls, no regulatory requirements, and no activities that are beneficial to the community. Today's landfills are highly regulated with at least four different permits that regulate all of the landfill's activities. Particularly with moving into the permit process that SPSA is pursuing, as well as with the rebranding, it is important that people recognize that SPSA is running a modern, highly regulated landfill.

Chairman Keifer thanked Mr. Barnes for his comment. He went on to say that after the leachate issue a few years ago people were concerned that SPSA was staying on top of all of the environmental regulations. There is a great deal of complex work that goes into making sure

that SPSA never has a situation where they are not compliant or causing harm in any way. Chairman Keifer applauds the efforts that staff are taking to make those assurances.

Ms. DeVary mentioned that the initial idea for the series was to make sure that the Board was aware of SPSA's compliance efforts, but it also leads into the new campaign of public awareness that SPSA will be providing to educate people on landfills and regulations. Ms. DeVary went on to say that HDR will be giving a presentation on a strategic communications plan later in the meeting and that this type of awareness really does change perceptions. She also thanked Ms. Collins for a job well done.

7. FINANCIAL REPORT

Ms. DeVary reviewed the financial information for the month ending August 31, 2019. Total revenues exceeded total expenses for the fiscal year-to-date by approximately \$1.8 million as compared to \$1.7 million in the previous fiscal year. Tipping fees reflect an increase of 1.7% or \$134,000 as compared to August of 2018. The municipal waste tons are up approximately 1.1% or 871 tons from what was received last August. The total municipal waste received fiscal year-to-date was 80,624 compared to 79,753.

Ms. DeVary went on to say that total expenses for the month ending August 31, 2019 were approximately \$6.7 million as compared to \$7.1 million in the prior fiscal year. She continued that expenses are in line with the budget with the exception of overtime, which is due to the diversions from the RDF plant. Fiscal year-to-date, the transportation overtime budget through August was at \$83,000 out of a budget of \$173,000. The Regional Landfill overtime is \$9,116 through August out of the \$15,000 budget. September numbers are showing that transportation overtime is now at \$124,000 out of \$173,000 for three months and that through September the landfill has exceeded their budget of \$15,000. Ms. DeVary reports that this level of overtime cannot be maintained and that management is working with operations to find solutions.

Cash balances are at \$34.14 million; currently designated as \$1.3 million in operating, \$613,547 still outstanding in FY2019 purchase records, \$5.9 million in undesignated fund balance, \$2.5 million for the proposed HRSD Force Main, and \$23.8 million in the landfill expansion and closure fund.

Mr. Arnold moved, seconded by Mr. Roberts to approve the SPSA financial report as presented. The vote of the motion was unanimous.



8. Contracts

Ms. DeVary introduced a contract for the purchase of a replacement compactor for the Ivor Convenience Center. This request is to replace a 2008 compactor and related compactor boxes. The purchase is from Mid-Atlantic Waste Systems utilizing a Sourcewell Cooperative contract. The total budget was \$75,000 and the total cost is \$59,830.

Mr. McCoy moved, seconded by Ms. Raulston to award the contract for a compactor and compactor boxes to Mid-Atlantic Waste Systems as presented. The vote of the motion was unanimous.


9. PRESENTATION ON STRATEGIC COMMUNICATIONS

Ms. DeVary introduced Mr. Jeff Murray of HDR and invited him to introduce his team so that they can present an overview of the strategic communications plan that they have prepared. Mr. Murray introduced Ms. Carita Parks and Ms. Jessica Snead of HDR’s Virginia communications team. Ms. Parks delivered the Strategic Communications Presentation.

**CELLS VIII & IX
STRATEGIC COMMUNICATIONS
PLAN UPDATE**

SPSA Board Meeting | September 25, 2019



01 Target Audience Analysis	05 Virtual Educational Sessions
02 Social Media	06 Citizen Advisory Committee
03 Website	07 Content Management
04 Public Meeting	08 Stakeholder Distribution List

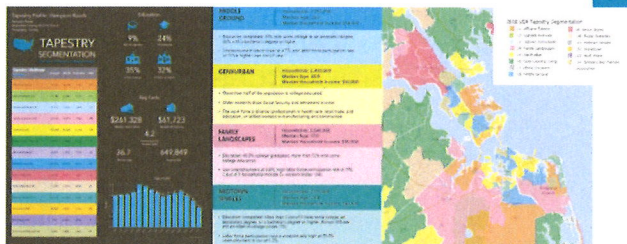
PURPOSE

- Complete a series of public outreach efforts to support the organization’s solid waste and wetland permitting for proposed Cells VIII and IX at the Regional Landfill in Suffolk, Virginia
- Keep audiences informed and engaged
- Change public perception around the vital services SPSA provides to the community
- Support SPSA’s commitment to be a good steward of the community

01 TARGET AUDIENCE ANALYSIS

TARGET AUDIENCE ANALYSIS

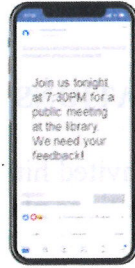
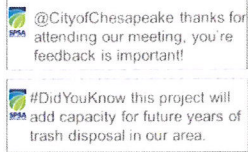
- Understand the SPSA customer and constituent lifestyle choices.



02 SOCIAL MEDIA

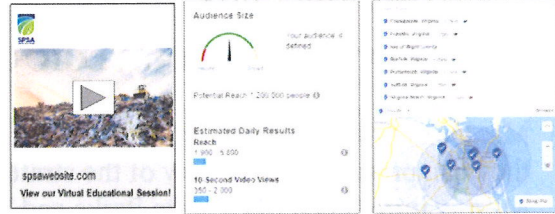
SOCIAL MEDIA

- Facebook account
- Promote the project and educate the public and stakeholders on SPSA and its initiatives
- Engaging two-way conversations



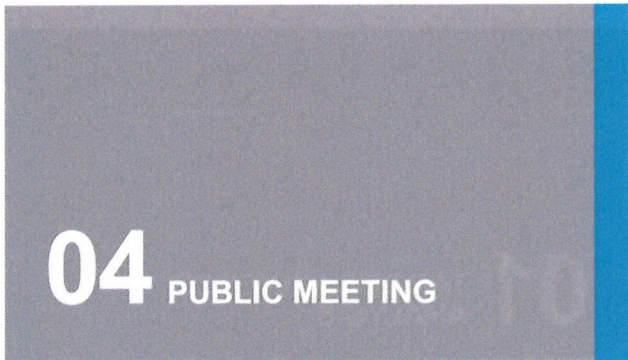
FACEBOOK ADVERTISEMENTS

- Targeted social media content
- Comprehensive report of users reached



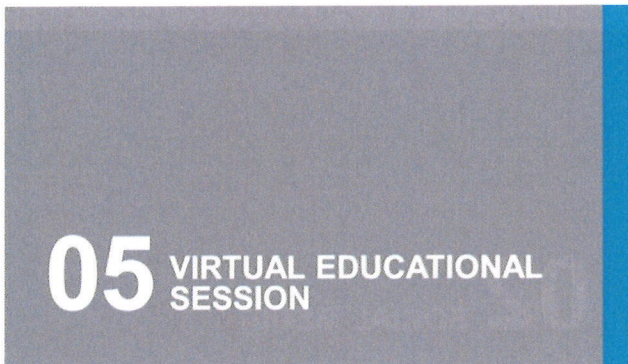
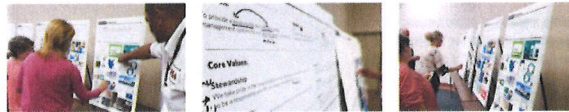
WEBSITE

- An updated project website that will include graphics and display project information
- Monthly content will be sent to SPSA for approval before pushing live to the public



PUBLIC MEETING

- Open house format to allow the public to drop-in at a time that is convenient to them



VIRTUAL EDUCATIONAL SESSION

- Educational animated video to reach stakeholders and the public
- Accessible 24/7 from phone, tablet, or desktop



**ONLINE CONTENT
ACCESSIBLE
24/7**

At the conclusion of the presentation Mr. Martin requested that HDR be sure to stay in touch with each individual community's public information office so that they can echo and amplify SPSA's messaging. Ms. Parks responded that they will be sure to engage those offices and use their tools throughout the process, as well.

Chairman Keifer asked Ms. DeVary to speak to the progress on the Citizens Advisory Committee (CAC). Ms. DeVary informed the Board that she has received information on appointed members from the City of Chesapeake, the City of Norfolk, and Southampton County and encourages other communities to respond before the first meeting on October 29, 2019. Mr. Keaton responded that he will send in the information for someone appointed for Isle of Wight. Mr. McCoy encouraged the Board to report their appointed members in a timely fashion so that they can participate in all scheduled meetings and be present for all critical information.

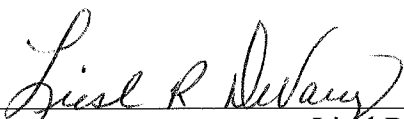
Ms. DeVary informed the Board that as SPSA moves forward with the strategic communications plan, she intends to send any mass communication to the Board beforehand so that they are made aware. The CAC meetings will have public notices sent out ahead of time and the Board is welcome to attend for informational purposes.

10. OTHER BUSINESS

No other business was presented to the board.

11. ADJOURN MEETING

There being no further business to come before the Board of Directors the regular meeting was adjourned at 10:55 a.m.



Liesl R. DeVary
Executive Director

Submitted by: Sandy Schreiber, Secretary, SPSA Board of Directors