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

## January 22, 2020

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 (absent)	(FR)
Mr. Dale Baugh (absent)	(IW)	Mr. Randy Keaton	(IW)
Mr. John Keifer	(NO)	Mr. Richard Broad	(NO)
Mr. C.W. "Luke" McCoy	(PO)	Mr. Solomon Ashby	(PO)
Mr. Mark Hodges	(SH)	Ms. Lynette Lowe	(SH)
Mr. David Arnold	(SU)	Mr. Patrick Roberts	(SU)
Mr. William Sorrentino <i>(absent)</i>	(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. Michael Etheridge (IW), Mr. Eric Martin (CH), Ms. Trista Pope (NO), Ms. Erin Trimyer (PO), Mr. Bobby J. Wheeler\* (VB), the following SPSA executives, Ms. Liesl R. DeVary, Executive Director and Treasurer, Mr. Dennis Bagley, Deputy Executive Director, Ms. Tressa Preston, Secretary and Executive Administrator, and Mr. Brett Spain, General Counsel.

## 1. CALL MEETING TO ORDER

Mr. Keifer, Chairman of the Board, called the meeting to order at 9:30 a.m.

2. <u>PUBLIC COMMENT</u> – No public comments received.

## 3. CHAIRMAN'S COMMENTS

Chairman Keifer opened the meeting by welcoming everyone to the start of a new year.

## 4. <u>APPROVAL OF MINUTES</u>

The minutes of the December 11, 2019 Board meeting have been distributed. Chairman Keifer asked if there were any additions or changes.

Ms. Raulston moved, seconded by Mr. Ashby to approve the December 11, 2019 minutes of the SPSA board as presented. The vote on the motion was unanimous.

## 5. EXECUTIVE DIRECTOR UPDATES

Ms. DeVary reported that business operations at SPSA continue to run smoothly and efficiently. She drew the Board's attention to the newly updated Board Manual that was placed at each member's seat. Ms. DeVary reminded the Board of SPSA's commitment to make these updates each January and noted that the primary changes include listings for the entire leadership team and updates to SPSA's mission and vision in line with the recent rebranding.

Ms. DeVary went on to update the board on the Regional Landfill Cell VIII and IX permitting process. As her email sent last week indicated, the contract for the third-party consultant to perform the Environmental Impact Study (EIS) was awarded to Vanasse Hangen Brustlin, Inc. (VHB). The kickoff meeting for this project with the Army Corp of Engineers and VHB is scheduled for January 31, 2020 at SPSA. This award will also be covered during the contract portion of the meeting.

Also to be discussed in its own section is the Citizens Advisory Committee. The CAC held their final meeting on January 7, 2020 and the Committee has made their recommendation, which is included in the Board packet.

Discussions continue regarding the flyover at the Regional Landfill. While the stakeholders group organized by the Hampton Roads Planning District Commission (HRPDC) has not met again since October, Ms. DeVary and Mr. Bagley met with the Executive Director, Mr. Bob Crum and some of the staff at the Hampton Roads Transportation Planning Organization (HRTPO). The group anticipates receiving firm construction estimates from Virginia Department of Transportation (VDOT) engineer, Michael Baker, soon and will then begin applying to various funding sources. Of particular interest are the federal BUILD and INFRA grants. Ms. DeVary has asked Mr. Crum and his staff at the HRTPO to come give a presentation to the Board on the various funding streams and they have agreed to do so. Chairman Keifer reminded the Board that SPSA is obligated to the City of Suffolk to build the flyover and that it is an important safety issue. Ms. DeVary reported that SPSA is pleased that progress is being made on this regional initiative and looks forward to having HRTPO present their findings to the Board at an upcoming meeting.

As a part of the Strategic Communications task order with HDR, starting next week SPSA will begin an educational email distribution. Information about SPSA will be sent to various elected officials, all member governing bodies, and other interested parties as a part of SPSA's campaign on the wetlands permitting process. The first email, set to be sent on Tuesday morning, will give basic information to ensure that people understand SPSA's role is managing our communities' waste after it has been collected by member communities. The emails will be distributed by HDR through a service that can be monitored, but will appear to come from Ms. DeVary. Before any strategic communication emails are sent, Ms. Preston will send the Board an email alerting them to the upcoming distribution.

At the December meeting it was requested that SPSA continue to seek information on the Navy's plans in relation to its contract with Wheelabrator. Ms. DeVary reported that she and the Executive Committee have continued their research and have received information that the Navy has entered into a federally regulated energy savings performance contract (ESPC) to build a combined heat and power plant with a micro grid for solar power. This plant will have no upfront costs to the Navy and will be built on an existing 250 space parking lot at the Norfolk Naval Shipyard, which is adjacent to the Wheelabrator plant. Sources indicate that the Navy intends for the plant to be fully operational by January 2023 and will provide 100% of the power

and steam needs for the Norfolk Naval Shipyard. As SPSA understands it, the motivation to build this power plant is energy assurance, resiliency, and national security and has nothing to do with cost or performance issues with Wheelabrator's service.

Ms. DeVary reported that this information has been shared with Wheelabrator and that they are making every effort to see what can be done about getting their contract to provide steam to the Navy extended. As a point of clarification, Chairman Keifer reiterated that Wheelabrator's contract to provide steam to the Navy is in effect until January of 2023 and SPSA's waste contract with Wheelabrator is in effect until June of 2027. Ms. DeVary added that SPSA also has a separate contract with the Navy for waste disposal, noting that all parties have a vested interest in the situation. Ms. DeVary opened the floor for questions and, seeing that there were none, assured the Board that she will keep them up to date on the situation as new information presents itself.

Mr. Bagley delivered the operations report stating that 39,216 was the total tonnage deposited in the landfill, which is a 5,917 ton decrease from the last reporting period. This decrease is a direct result of the Patriot's Walk development delivering clean fill to the landfill. Total leachate hauled for the reporting period was 459,170 gallons. SPSA also pumped 740,547 gallons for a total of 1,200,044 gallons of leachate, which was an increase of 261,285 gallons from the previous reporting period. This increase is directly related to the ongoing capital project of dredging the leachate ponds which has involved, in this reporting period, completely draining one of the ponds. Wheelabrator delivered 14,026 tons of residue to the landfill, of which 4,038 was reclassified as nonqualifying ash. Mr. Bagley pointed out that over the last three months the number of nonqualifying ash has decreased significantly from roughly 60% to 29% in this reporting period. Wheelabrator continues to work though some maintenance issues, but 29% nonqualifying ash is approaching SPSA's expectations. No odor complaints were reported this period.

Mr. Bagley reported that the draft airspace study at the landfill has been delivered to staff for review. Staff's preliminary assessment appears to show a positive result from SPSA's efforts to decrease the amount of landfill space being used and therefore increase available airspace. That report will be brought to the Board once it is completed. The leachate pond dredging project is underway with the goal of improving the quality of leachate sent to HRSD. The landfill ash tipper is up and operational, which should yield positive financial results for Wheelabrator.

Last week, the Southampton County Litter Control Council took a tour of the Regional Landfill and Carrollton Elementary School plans to bring 75 children for a tour on February 7<sup>th</sup>. The Solid Waste Association of North America (SWANA) has expressed interest in touring the landfill during a regional meeting. Staff has received positive feedback about these tours, which help educate the public about how the landfill really works and the quality of SPSA's operations. Mr. McCoy added that, inspired by the positive response from the members of the Citizens Advisory Committee, who all participated in tours of the landfill in groups of two or fewer, he and Ms. DeVary would like to extend an invitation to tour the landfill to all of the member communities' City Councils and Board of Supervisors. He encourages Board members and their respective governing bodies to come and see SPSA's state-of-the-art landfill for themselves.

Mr. Bagley updated the Board on the progress of the facility assessment, stating that the engineers who were hired to assess all of SPSA's facilities have completed reports on roughly 60% of the project. The remaining reports should be completed by the end of February. These reports will allow staff to prioritize capital needs for budgeting purposes and will serve as an

initial assessment. Moving forward, amendments and additions will be made to keep the document current for use as a tool to aid in the decision-making process for capital investments. The reports received thus far confirm suspected areas of concern, but have revealed no previously unknown issues.

Chairman Keifer complimented Mr. Bagley and SPSA staff on their insightful work examining important issues that may not be obvious to the untrained eye. The Board appreciates these efforts and encourages staff to keep up the good work.

## 6. WHEELABRATOR PORTSMOUTH MONTHLY REPORT

Ms. DeVary introduced Mr. Pete DiCecco, Wheelabrator's Vice President of Waste to Energy, who in lieu of the regular monthly report from Wheelabrator, presented a year-in-review about Wheelabrator's operations and his focus on operational changes and capital improvements.

The December Wheelabrator operational data covered in Mr. DiCecco's presentation follow:

Wheelabra	9 Meelabrato					
Operational D	)ata					
42,387 Tons	66.889 Tone	54,509 Tona	14,023* Tons	16,959 MW		
Total waste received by SPSA	Weste delivered to RDF	Total ROF processed	Ash sent to land/it	Electric power sold		
82,637 K-LB5	15%	100%	1	3		
Steam sold to U.S. Navy	Overail poser availatety	Overal generator availability	OSHA recordable accidents	OSHA recordable accidents YTD		

\*This total includes 4,037.53 tons of non-qualifying residue delivered to the landfill this period. This was driven by downtime on rental screen unit.



SPSK's mission to provide safe and environmentally sound disposal of regional solid







38,746 Tons	597 939 Tons	592,677 Tons	157,950 Tons	60,678 Tons
Total Waste Delivered by SPSA to RDF	Waste delivered to SPP from RDF	Total RDF processed	Ash Sent to Landfel	Ash Sent to Landful as Cover
599,606 K-LBS	113 N	97.4 %	1	3
Steam Sold Navy Shipyard	Boller Availability	Gensrator Availability	LTA accidents	OSHA recordable accidents
OSHA Reco	rdable incident	ls:		
<ul> <li>Mech</li> </ul>	anic fractured le	eft ankle, caus	ed by kicking a	a forklift fork
<ul> <li>Super</li> </ul>	rvisor punctured	l finger, cause	d by steel cord	l in tire
	e Operator lacer			
Operational	•		, ,	

- Rental Ash Screener performed much less than expected
- Boiler Grate issues leading to unscheduled boiler downtime
- Bottom Ash Conveyor life expectancy

#### Wheelabrator Portsmouth

2019 Operational Observations/Improvement Opportunities

- · Housekeeping at the RDF and Power Plant needed drastic improvement
- · Power Plant ash screener process was unreliable as well as inefficient
- · Lack of proper staffing and leadership issues leading to additional work and inefficiencies at the RDF and Power Plant
- · Lack of internal and external communication leading to work order
- priority issues as well as equipment availability concerns
- · Training (leadership and operational) and onboarding struggled leading to operational inefficiency and employee injuries
- · Lack of proper identification of issues on redundant equipment conditions
- Preventative maintenance and lubrication schedules incompleteness leading to premature failures

#### Wheelabrator Portsmouth



#### 2019/2020 Capital Improvements

#### • RDF

- a Reconditioning of four tipping floor bays (\$95k)
- Main Magnet (M3) replacement (\$100k)
- o Installation of Non Processing ramp for RDF (\$25k)
- o Install two operating refuse truck tippers (\$200k)
- Line C and Line A Shredder overhauls (\$1.2M)
- Shredding cooling tower fill replacement (\$50k)
- Shredder drive upgrades (\$100k)
- d Fifteen various belt replacements (per rotation) (\$150k)
- Purchase of service truck for mobile equipment repairs (\$115k)
- o Purchase of Volvo 220 fuel handling loader and Bobcat (\$650k)
- Purchase large excavator for stacking Non Processables (\$200k)
- Security camera upgrade with remote handling (\$50k)

#### Wheelabrator Portsmouth

2019/2020 Operational Changes

- Two additional employees added and processes optimized at RDF to assist in proper housekeeping of the facility
- Temporarily relocated the Senior Manager of Maintenance to the facility to train and assist with maintenance decision making
- · Hired a tenured Maintenance Supervisor with facility experience to lead the day to day Maintenance operations
- Promoted an RDF Shift Supervisor to Operations Superintendent to be the single point of contact at the RDF facility
- · Bi-Weekly visits from HQ auditing and inspecting conditions of RDF and Power Plant with documentation on items to complete
- · Rolled out new onboarding process to properly train employees on their specific job duties
- · Transitioned ash screener from Spaleck to Powerscreen and added a headcount to assist in the processing of the ash
- · Implemented third party equipment inspections (TG and Boiler)

#### Wheelabrator Portsmouth

2019/2020 Capital Improvements

- Power Plant
  - Overhaul and upgrade to Main Control Room (\$175k)
  - TG Control HMI upgrade (\$490k)
  - o Inconel Furnace overlay in all boilers (\$200k)
  - o Replace superheaters in boiler 2 and 3 (\$600k)
  - Boiler grate overhaul on boiler 1 and 4 (\$550k) б.
  - Overhaul crane holding and closing motors (\$100k)
  - Replace south crane drum (\$50k)
  - Replace east drag conveyor (\$750k)
  - Replace #3 Main Feed pump (\$100k)
  - o Baghouse bag replacements in Boiler 1, 3 and 4 (\$600k)

Questions?

- Overhaul diesel generator (\$65k)
- Improvement to facility aesthetics (\$250k)

### Wheelabrator Portsmouth

**Current Vacancies/Open Positions** 

. The unemployment rate, or the part of the U.S. labor force that is without a job, fell to an almost 30 year low in 2019

- · Filling Open Positions has been an enormous challenge. Currently we have 11 vacancies
- · Adapting to the new workforce is a must.
  - New Onboarding was rolled out in January
  - Training and leadership training being completed in Q1
- · Retention will be the key to our success by completing the following:
  - Establishing a cleaner more working conducive atmosphere <u>I welcome all of</u> you on a tour of our RDF facility
  - Reducing work order completion matrix from 18 days to one week 0
  - o Engage the work force by conducting quarterly all team meetings. Our
  - employees need to know how we performing. How SPSA feels we are doing Accountability - reward the high performers and penalize the sub-standard 5
  - employees

Mr. DiCecco closed his presentation with comments on the importance of accountability and opened the floor to questions.

Mr. Maxwell commented that Wheelabrator's capital improvement goals are ambitious and asked Mr. DiCecco of his plans for providing an updated status report to the Board. Mr. DiCecco responded that he intends to be at each monthly meeting of the SPSA Board of Directors to give an update on what has been completed and what is in progress.







Mr. Barnes commended on the thoroughness of Mr. DiCecco's report and thanked him for the information he shared, siting that it seems Wheelabrator is moving toward improved reliability and profitability. Recalling Ms. DeVary's comments regarding the Navy's plans to build their own power plant, Mr. Barnes asked Mr. DiCecco about Wheelabrator's response to this news, stating that information on Wheelabrator's steam and electricity driven income and plans moving forward would be helpful. Mr. DiCecco responded that this is new information for Wheelabrator as well, but that their financial team is investigating alternatives to selling steam to the Navy. Mr. DiCecco assured the Board that this is a high priority for Wheelabrator and that he will be reporting back to the Board with an update next month, if not sooner.

Chairman Keifer thanked Mr. DiCecco and commented that SPSA appreciates their partnership with Wheelabrator and the work Mr. DiCecco and his staff perform to stay responsive to SPSA's needs. Mr. McCoy also thanked Mr. DiCecco, noting that he and the rest of the Executive Committee and SPSA Executive Staff have seen a marked improvement since his arrival. Mr. McCoy spoke of the partnership between SPSA and Wheelabrator and complimented Mr. DiCecco on his efforts stating that SPSA values the continued relationship. Mr. DiCecco responded that while things have gotten better, there is still more to do and that he respects the feedback he receives from Ms. DeVary and Mr. Bagley. Mr. DiCecco is also looking forward to a successful year ahead.

## 7. <u>CITIZENS ADVISORY COMMITTEE</u>

Ms. DeVary reminded the Board of the origins and purpose of the Citizens Advisory Committee (CAC), briefly reviewed the formation of the Committee, and reviewed the dates and topics of each meeting. The Recommendation of the Committee was the continued expansion of the Regional Landfill as the preferred landfill option. After careful consideration of economic and environmental factors, the committee determined that expansion of the regional landfill would be the most cost-effective and environmentally sound solution for SPSA's member communities. The Committee elected to present their recommendation in the form of a letter which was signed by the Committee Chairman, Andrew G. Baan of Virginia Beach. The Committee also requested that the minutes from each of their meetings be attached to the recommendation to demonstrate how they arrived at their conclusion. Ms. DeVary asked if any members of the CAC were present to comment on their experience. Mr. Mark Geduldig-Yatrofsky of Portsmouth was present and commented that the recommendation documents speak for themselves, but added that his tour of the landfill was an excellent educational opportunity and that he has recommended his city's Council Members take a tour themselves.

Ms. DeVary reiterated how pleased staff was with the level of engagement and interest from the Committee, which has now completed their mission, and asked the Board if there were any questions or comments. Ms. Lowe mentioned that she had been in communication with one of the representatives from Southampton County who stated that she was very impressed with the Regional Landfill and the work being done there. Additionally, Ms. Lowe said that the Southampton Litter Control Council tour went well and council members had a new-found appreciation for how well the landfill operation is run.

Chairman Keifer mentioned that he and Mr. McCoy attended the final meeting of the CAC and thanked the Board for providing such excellent members for the Committee. The Chairman asked if there were any further questions on the landfill expansion project and, seeing that

there were none, reminded the Board that they would continue to be updated on the expansion process each month.



## 8. FINANCIAL REPORT

Ms. DeVary reviewed the financial information for the month ending December 31, 2019. Total revenues exceeded total expenses for the fiscal year-to-date by approximately \$3 million as compared to \$4.3 million in the previous fiscal year. Tipping fees reflect an increase of 0.4% or approximately \$79,400 as compared to December of 2018. The municipal waste tons are up approximately 1.1% or 2,392 tons from last fiscal year. As of the end of December, the total municipal waste tonnages were 227,348 as compared to 224,956 a year ago. As the charts indicate, these tonnage numbers are very similar to last year's numbers.

Ms. DeVary went on to say that total expenses for the month ending December 31, 2019 were approximately \$20.3 million as compared to \$20 million in the prior fiscal year. Cash balances are at approximately \$36 million; currently designated as \$2 million in operating, about \$369,000 still outstanding for FY2019 purchase orders from projects not yet completed, \$5.9 million in undesignated fund balance, which is the equivalent of two months' operating

expenses under the current budget, \$2.5 million for the proposed HRSD Force Main, and \$25.2 million in the landfill expansion and closure fund. Money is being contributed each month as budgeted.

Chairman Keifer requested a motion to approve the financial reports.

## Ms. Lowe moved, seconded by Mr. Broad to approve the SPSA financial report as presented. The vote on the motion was unanimous.

## 7. CONTRACTS

Ms. DeVary presented for consideration a contract to replace two 70-foot aboveground scales at the Regional Landfill and Suffolk Transfer Station, which are now 20 years old and require constant maintenance. The replacement of these scales is part of the FY20 capital improvement plan. The bidding process produced three proposals and after careful review, staff recommends awarding the contract to Fairbanks Scales in the amount of \$160,188.42.

# Mr. Jenkins moved, seconded by Mr. Hodges to award the contract for two 70-foot aboveground scales to Fairbank Scales in the amount of \$160,188.42. The vote on the motion was unanimous.

Ms. DeVary also brought to the Board for ratification the contract awarded to VHB in the amount of \$488,111 for the third-party preparation of the EIS required for a wetlands permit for the expansion of the landfill. The RFP was issued October 28, 2019 and six responses were received on November 21, 2019. SPSA staff and HDR were pleased with the quality of the responses and the top three proposals were submitted to the Army Corp of Engineers for review. The Corp sent a letter approving SPSA's first choice, VHB, and the contract was awarded on January 14, 2020. The funding for this contract is earmarked in the reserve for landfill expansion and closure and staff would amend the budget accordingly so the amount would be included in the Board's financial report each month.

This contract is based on time and materials and is subject to changes in scope of work based on the Corp's requests, which means it will likely require additional funding. Based on all available information, the current contract is not to exceed \$488,111. Ms. DeVary noted that if there are any change orders, they will be brought to the Board regardless of the amount to ensure that the Board is fully informed on the project's progression. Ms. DeVary stressed that it is highly likely that the contract does not reflect the amount required for the completed project given that the Corp is at liberty to add study requirements as they see fit. However, staff has had a positive initial meeting with VHB and they understand that SPSA is to be made aware of any foreseeable changes as soon as possible so that staff may bring those developments to the Board.

Staff requests that the Board ratify the awarded contract to prepare the EIS for the wetlands permit expansion to VHB in an amount currently not to exceed \$488,111, with the understanding that in the event that additional funds are needed change orders will be brought to the Board for a vote.

Mr. Keaton moved, seconded by Ms. Raulston to ratify the awarded contract for the thirdparty EIS to VHB in the current amount not to exceed \$488,111. The vote on the motion was unanimous.

## 8. CLOSED SESSION

Motion to Approve Request for Closed Meeting.

I move that a closed session be held for discussion regarding the annual performance review of the Executive Director, in accordance with Virginia Code Section 2.2-3711(A)(1) relating to the performance of a specific public officer.

# Mr. Keifer moved, seconded by Mr. Broad to enter into closed session to discuss the annual performance review of the Executive Director. The vote on the motion was unanimous.

Motion to Approve Certification after Closed Meeting.

The Board hereby certifies that, to the best of each member's knowledge: (i) only public business matters lawfully exempted from open meeting requirements by Virginia law under the Virginia Freedom of Information Act; and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered in the closed meeting just concluded.

Mr. Keifer moved, seconded by Mr. McCoy to certify the closed session. The vote on the motion was unanimous.

## 9. OTHER BUSINESS

Chairman Keifer opened the floor for a motion to increase the annual compensation of Executive Director, Liesl DeVary by 2.5% effective on February 1, 2020 in recognition of her continuing outstanding performance.

Mr. Roberts moved, seconded by Mr. Broad to increase Ms. DeVary's compensation by 2.5% effective February 1, 2020. The vote on the motion was unanimous.

## 10. ADJOURN MEETING

There being no further business to come before the Board of Directors the regular meeting was adjourned at 10:43 a.m.

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Lies R. DeVary Executive Director

Submitted by: Tressa Preston, Secretary, SPSA Board of Directors