

FY 2021

Operating and Capital Budgets

July 1, 2020



**Southeastern Public Service Authority
(SPSA)**

723 Woodlake Drive, Chesapeake, VA 23320
757.420.4700
www.spsa.com

Southeastern Public Service Authority Board of Directors

Appointed by Governor

City of Chesapeake	Mr. John Maxwell
City of Franklin	Ms. Sheryl Raulston
Isle of Wight County	Mr. Dale E. Baugh
City of Norfolk	Mr. John M. Keifer, Chairman
City of Portsmouth	Mr. C. W. "Luke" McCoy, Vice-Chairman
Southampton County	Mr. Mark H. Hodges
City of Suffolk	Mr. David L. Arnold
City of Virginia Beach	Mr. William A. Sorrentino, Jr.

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City of Chesapeake	Mr. Earl Sorey
City of Franklin	Ms. Amanda C. Jarratt
Isle of Wight County	Mr. Randy Keaton
City of Norfolk	Mr. Richard Broad
City of Portsmouth	Mr. Solomon H. Ashby, Esquire
Southampton County	Ms. Lynette C. Lowe
City of Suffolk	Mr. Patrick Roberts
City of Virginia Beach	Mr. John C. Barnes

Alternate Ex-Officio Members Appointed by Individual Municipality

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City of Franklin	Mr. Chad Edwards
Isle of Wight County	Mr. Michael Etheridge
City of Norfolk	Ms. Trista Pope
City of Portsmouth	Ms. Erin K. Trimyer, P.E.
Southampton County	Mr. Hart Council
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, 2020 through June 30, 2021. 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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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, 2020 in a "balanced" format.

- Total Budget: \$43,687,546;
- Increase of 0.8% or approximately \$340,334 explained in more detail below;
- The municipal tipping fee remains unchanged at \$57 per ton.

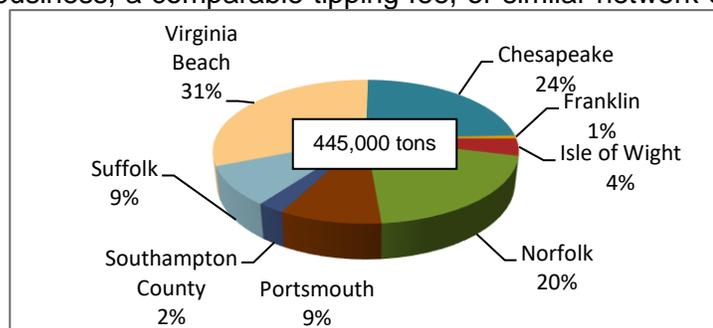
SPSA's core business continues to be the disposal of municipal waste collected at nine transfer stations. Additionally, SPSA operates the regional landfill located in the City of Suffolk, a fleet maintenance facility, a household hazardous waste program, a tire processing facility and a white goods program with a staff of 136.1 full time equivalent (FTE) positions.

Revenues

Tipping Fees are the primary source of revenue in the amount of \$41,756,055 or approximately 95% 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 \$25.36 million, unchanged from fiscal year 2020. 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 \$4.28 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 \$1.27 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 2021 are unchanged from the total amount budgeted in fiscal year 2020.



Charges for Environmental Services include the fees charged for the disposal of tires, household hazardous waste and white goods. The FY 2021 budget includes an increase in the rate to dispose automobile tires from \$82.50 per ton to \$92.50 per ton. The budget also includes an increase in per visit cost for disposal of household hazardous waste from \$36 to \$37.

Landfill Gas Royalties have declined 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 2021. 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 expenses of \$43.7 million increased approximately 0.8% or \$340,334. Operating expenses represent approximately 82% of the total budget or \$35.8 million and reflect an increase of approximately 1% or \$323,484 as compared to the fiscal year 2020 budget. The increase is discussed below.

Personnel costs represent 21% of the total budget or \$9.1 million and reflect a 1.8% decrease or approximately \$166,359 from the FY 2020 budget. The FY 2021 budget does not include any merit increase for employees.

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 2021 renewal rates reflect a 2% decrease in premiums, however, due to employee plan changes the total employer cost for health insurance increased \$9,860.

Insurance for workers compensation reflects a 13% decrease or \$25,828 in total costs. The employer contribution rate for participation in the Virginia Retirement System (VRS) is 0% for Plans 1 and 2 and approximately 1.25% for Hybrid members. Costs for Group Life Insurance increased slightly to 1.34% of salary as compared to 1.31% in the prior year. Overtime costs are projected to increase by approximately \$14,208 primarily for transportation. A summary of positions by cost center is illustrated in the Appendix.

Professional and Contracted Services reflect a net increase of 1.8% or \$65,429 from the prior fiscal year primarily due to increase costs for temporary help, permits and building site maintenance.

Other Operating Expenses reflect a decrease of 1% or \$39,050 primarily due to decreases in utilities offset by increases in property insurance, employee training and road tolls.

Materials and Supplies reflect a decrease of approximately \$67,254 or 4% primarily due to a reduction in fuel consumption, tires and other operating supplies.

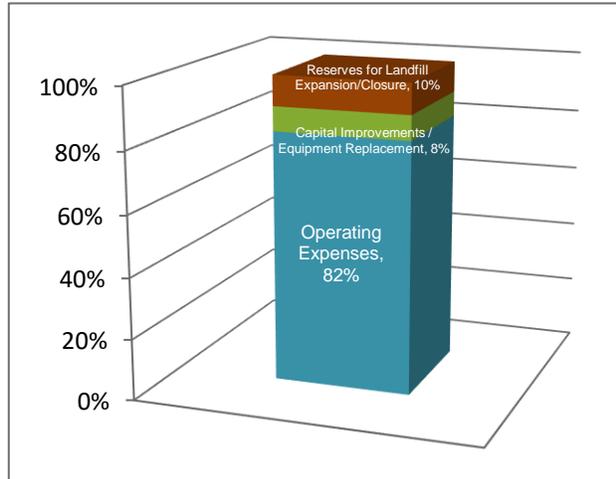
Contracted Waste Disposal includes two

(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 WDSA contract reflects an increase of 3% or \$331,358 primarily due to a 2.9% contractual increase in rates. The WHDA reflects an increase of 3% or approximately \$194,374 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 2021 capital improvements/equipment replacement budget is unchanged from 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 ten 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, 2019 was \$23,062,783. The projected cost to construct cell 7 is projected at approximately \$34 million dollars and includes a \$5 million contribution towards an alternate entrance to the landfill as required by the conditional use permit with the City of Suffolk. SPSA will need approximately \$7 million to permit cells 8 and 9. The projected cost to close cells 5 and 6 is projected at \$24 million. 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, 2021 is \$31.7 million.



Budget Highlights

The budget includes the following:

- Maintains the municipal tipping fee at \$57 per ton;
- Reflects an increase of 0.8% or approximately \$340,334 from the FY 2020 budget;
- 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.)

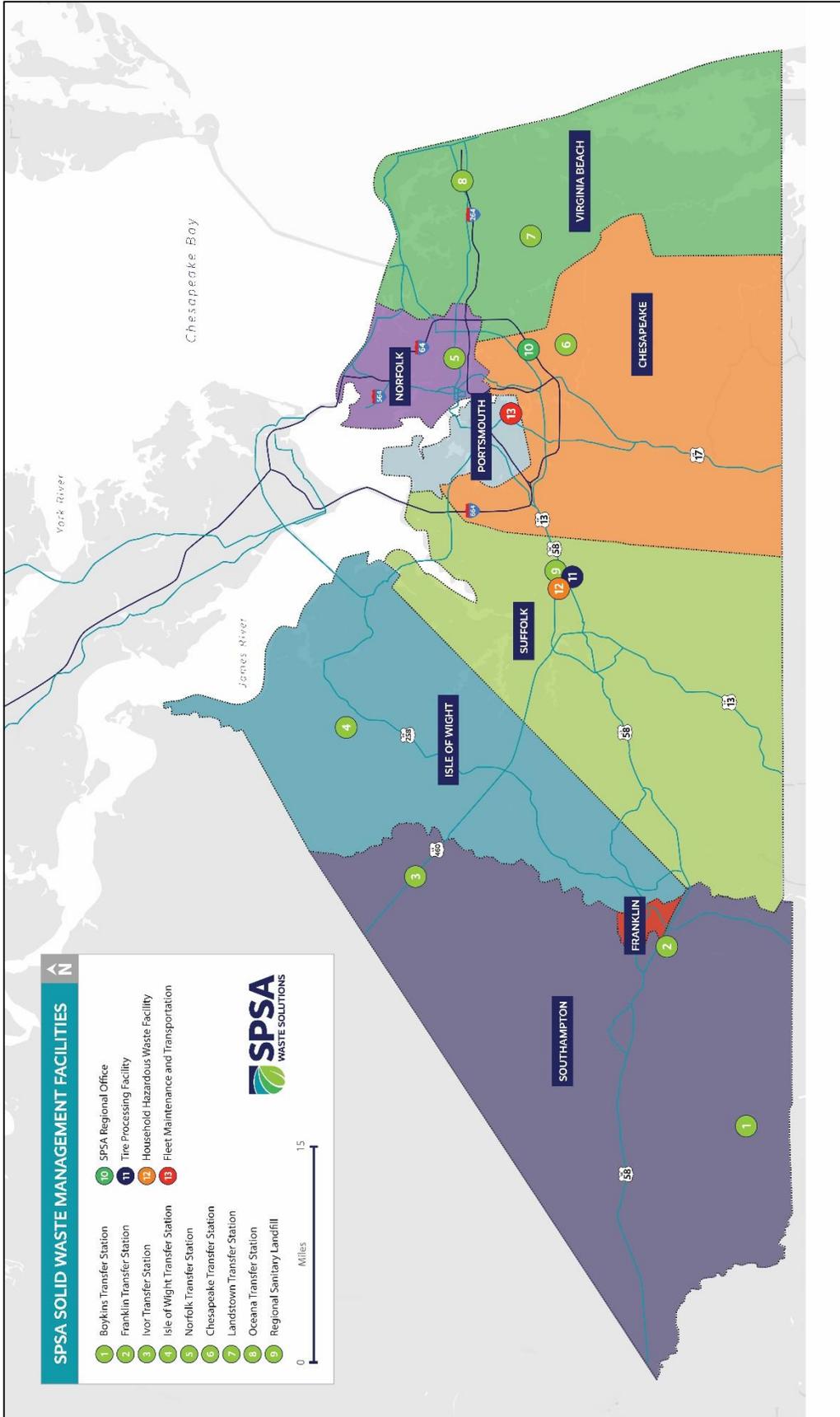
The original Use and Support Agreements with the member jurisdictions were expected to expire in January 2018. A Post 2018 Technical Committee was formed comprised of employees from each of the eight member jurisdictions, SPSA staff and staff of the Hampton Roads Planning District Commission. As a result 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 ensure 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.

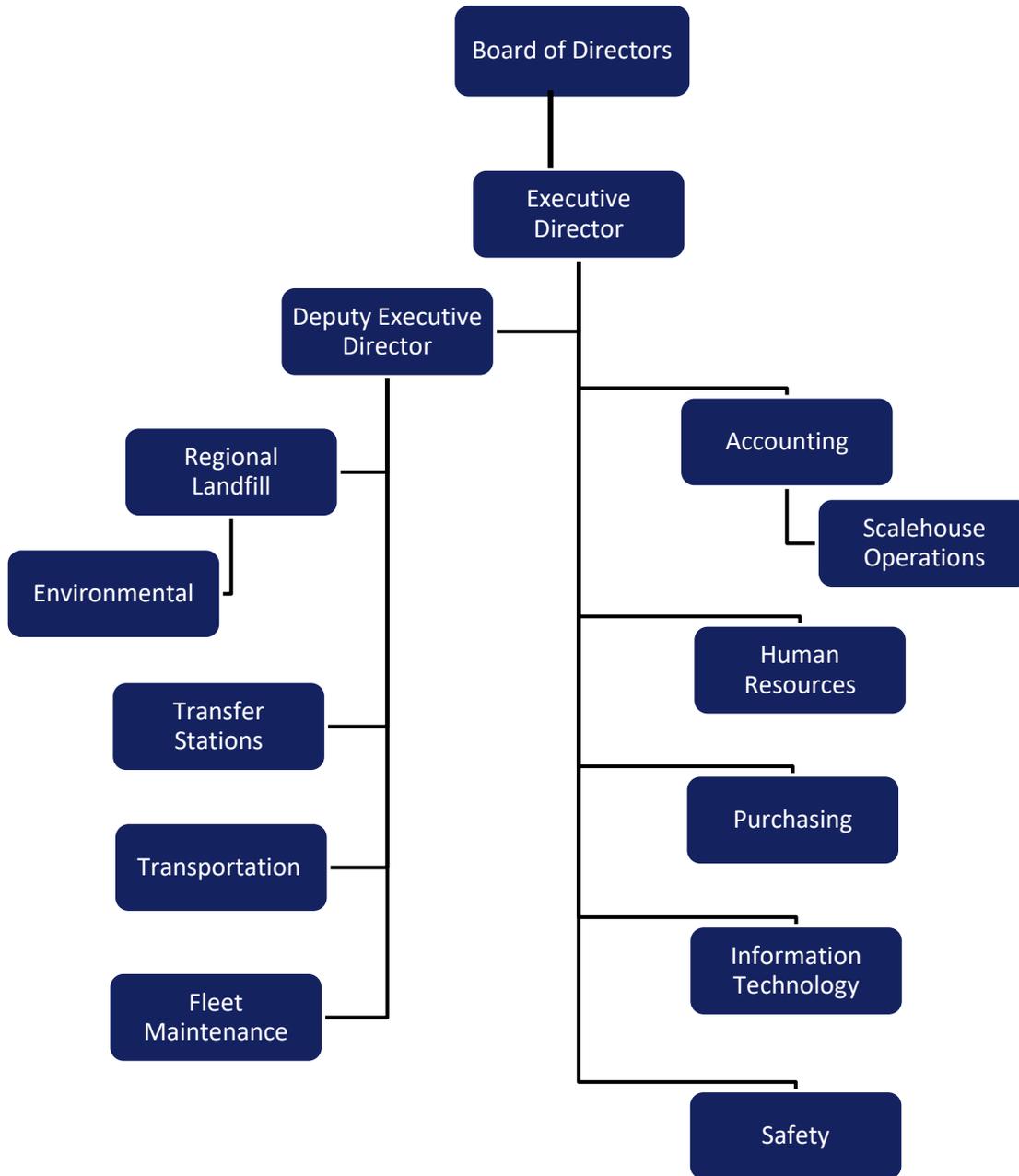
During fiscal year 2018, the Authority issued a request for proposals for alternate methods of waste disposal (versus landfilling all municipal solid waste) to begin February 1, 2019. Following extensive negotiations, a contract was awarded to Wheelabrator Portsmouth. The contract ends June 30, 2027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



Budget Calendar

January 2, 2020	Budget Requests Distributed to Departments
January 3 – March 16, 2020	Budget Discussions with Leadership Team
May 27, 2020	Present Proposed Budget to Board of Directors Set Date for Public Hearing on Fees and Charges
June 24, 2020	Public Hearing on Fees and Charges
June 24, 2020	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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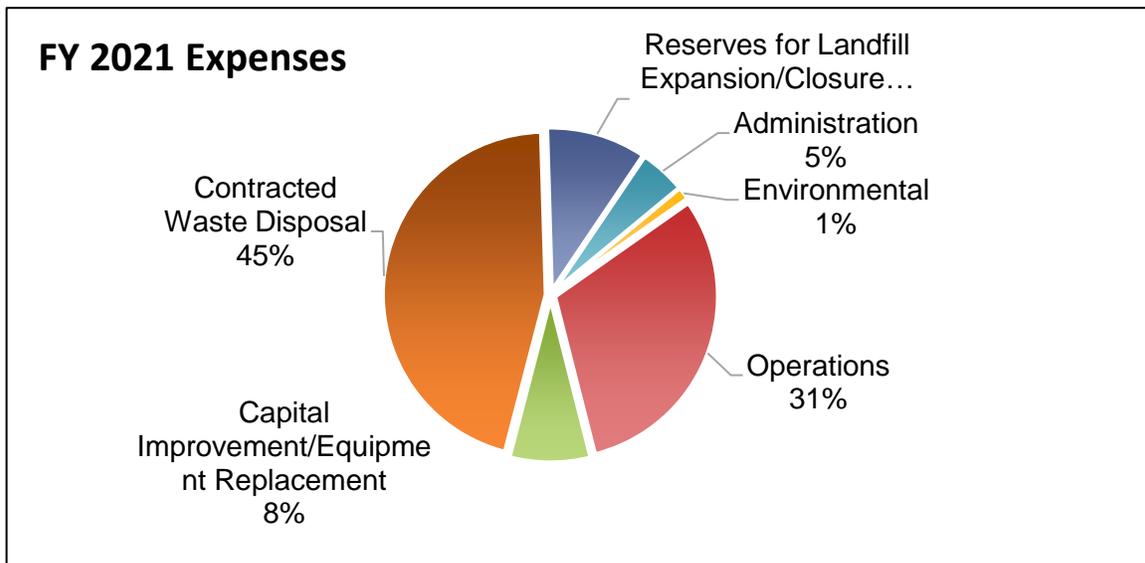
Southeastern Public Service Authority (SPSA) Operating and Capital Budget Summary

Revenues:	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% of Total
Tipping Fees	\$ 44,177,849	\$ 41,631,237	\$ 41,756,055	0%	96%
Charges for Environmental Services (See Footnote 1)	911,749	855,200	973,000	14%	2%
Landfill Gas Recovery	294,167	312,000	260,000	-17%	1%
Miscellaneous Income (See Footnote 2)	545,189	198,775	248,491	25%	1%
Interest Earnings	592,149	350,000	450,000	29%	1%
Fund Balance for Capital / Operating	2,093,307	-	-	N/A	0%
Total Revenue	\$ 48,614,411	\$ 43,347,212	\$ 43,687,546	0.8%	100%
Expenses:	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% of Total
Operating Expenses	\$ 33,899,480	\$ 35,508,462	\$ 35,848,796	1.0%	82.1%
Capital Improvements / Equipment Replacement	5,157,562	3,500,000	3,500,000	0%	8.0%
Reserves for Landfill Closure/Expansion	3,405,939	4,338,750	4,338,750	0%	9.9%
Total Expenses	\$ 42,462,981	\$ 43,347,212	\$ 43,687,546	0.8%	100%
Net Revenue / (Expense)	\$ 6,151,430	\$ -	\$ -		
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.					

Summary of Expenses by Cost Center

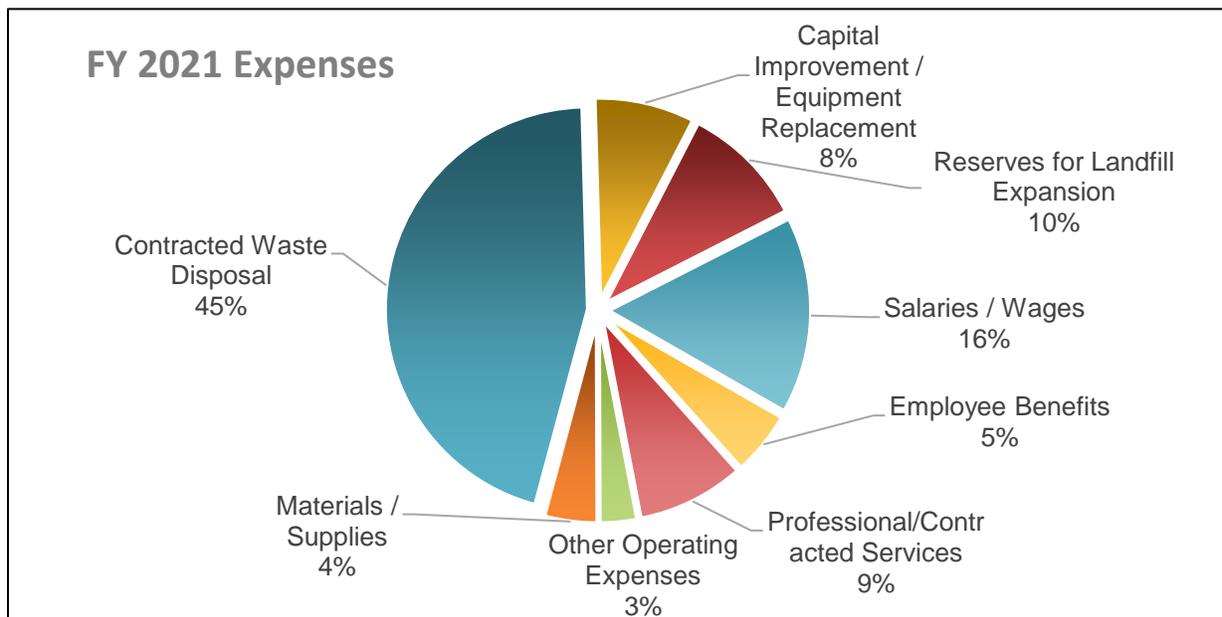
Cost Center	Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
110	Accounting Department	\$ 315,390	\$ 389,027	\$ 365,806	-6%	1%
120	Executive Offices	656,541	910,098	896,952	-1%	2%
130	Human Resources	140,917	199,492	173,610	-13%	0%
150	Regional Office Building	102,085	137,447	151,780	10%	0%
160	Information Technology	363,513	431,839	404,342	-6%	1%
200	Environmental Management	406,932	409,978	453,492	11%	1%
210	Household Hazardous Waste Program	56,485	89,634	95,238	6%	0%
300	Operations Center	92,630	99,022	123,236	24%	0%
310	Safety	177,741	180,705	190,334	5%	0%
320	Regional Landfill	3,014,097	3,667,933	3,275,666	-11%	7%
330	Tire Shredder	225,859	282,172	291,164	3%	1%
340	Fleet Maintenance - Operations Center	1,223,200	960,299	987,067	3%	2%
341	Fleet Maintenance - Regional Landfill Shop	-	-	347,855	N/A	1%
350	Transportation	3,063,254	3,427,672	3,357,378	-2%	8%
361	Boykins Transfer Station	15,762	24,818	24,116	-3%	0%
362	Chesapeake Transfer Station	577,689	642,201	656,809	2%	2%
363	Franklin Transfer Station	252,192	296,453	275,866	-7%	1%
364	Isle of Wight Transfer Station	280,718	316,192	296,391	-6%	1%
365	Ivor Convenience Center	12,150	22,038	20,679	-6%	0%
366	Landstown Transfer Station	1,013,008	1,122,685	1,093,224	-3%	3%
367	Norfolk Transfer Station	831,441	932,467	915,339	-2%	2%
368	Oceana Transfer Station	505,394	559,603	546,410	-2%	1%
369	Suffolk Transfer Station	435,404	485,876	489,058	1%	1%
370	Scalehouse Operations	583,767	620,614	591,055	-5%	1%
900	Contracted Waste Disposal	19,548,312	19,295,197	19,820,929	3%	45%
	Waste Disposal & Services Agreement	12,758,836	12,866,035	13,197,393	3%	30%
	Waste Hauling & Disposal Agreement	6,789,476	6,429,162	6,623,536	3%	15%
900	Capital Improvement / Equipment Replacement	5,157,562	3,500,000	3,500,000	0%	8%
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	4,338,750	0%	10%
	Total Expenses	\$ 42,462,981	\$ 43,347,212	\$ 43,687,546	0.8%	100%

Please see individual cost center for more information.



Summary of Expenses by Object Code

Object	Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
51000	Salaries / Wages	\$ 6,442,955	\$ 7,025,539	\$ 6,888,852	-2%	15.8%
52000	Employee Benefits	2,089,843	2,273,201	2,243,529	-1%	5.1%
53000	Professional/Contracted Services	3,268,472	3,679,541	3,744,970	2%	8.6%
	Professional Services	91,386	176,900	174,761	-1%	
	Engineering Services	239,129	290,764	277,500	-5%	
	Legal Fees	237,936	325,000	325,000	0%	
	Security Services (landfill only)	81,075	81,728	84,000	3%	
	Maintenance Agreements	194,452	268,196	267,272	0%	
	Equipment Maintenance	891,976	1,041,000	990,800	-5%	
	Building / Site Maintenance	563,360	591,129	647,049	9%	
	Leachate Maintenance at Landfill	42,123	37,500	37,500	0%	
	Permits	66,877	75,530	94,892	26%	
	Uniform Rental	22,505	50,394	50,976	1%	
	Other Contracted Services	837,654	741,400	795,220	7%	
55000	Other Operating Expenses	1,006,219	1,308,547	1,291,333	-1%	3.0%
	Utilities	562,761	805,900	763,292	-5%	
	Insurance / Bonding	185,859	194,492	207,908	7%	
	Equipment Rental	32,222	35,000	35,000	0%	
	Travel and Training	13,516	28,145	42,300	50%	
	Tolls	139,934	159,375	171,885	8%	
	Other	71,927	85,635	70,948	-17%	
56000	Materials / Supplies	1,533,475	1,911,437	1,844,183	-4%	4.2%
	Truck and Equipment Fuel	684,156	958,899	913,329	-5%	
	Truck and Equipment Tires	673,282	772,300	747,700	-3%	
	Safety Apparel & Equipment	22,108	26,740	25,150	-6%	
	Other Supplies	153,929	153,498	158,004	3%	
58000	Equipment / Furniture	5,203	10,000	10,000	0%	0.0%
58000	Contracted Waste Disposal	19,548,312	19,295,197	19,820,929	3%	45.4%
	Waste Disposal & Services Agreement	12,758,836	12,866,035	13,197,393	3%	
	Waste Hauling & Disposal Agreement	6,789,476	6,429,162	6,623,536	3%	
59000	Capital Improvement / Equipment Replacement	5,157,562	3,500,000	3,500,000	0%	8.0%
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	4,338,750	0%	9.9%
	Total Expenses	\$ 42,462,981	\$ 43,347,212	\$ 43,687,546	0.8%	100%





Fees and Charges for Solid Waste Management

Effective July 1, 2020

WASTE DISPOSAL - TRANSFER STATIONS		HOUSEHOLD HAZARDOUS WASTE											
Waste Delivered to All Disposal Points:	Rate	User Fees:	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	Rate Per Resident Visit (Billed to SPSA Member Community)	\$37 per visit										
Contract Non-Municipal Customers (minimum 50,000 tpy)	\$52.50 per ton	Waste Accepted at SPSA's Regional Landfill (from Businesses)	Rate										
Non-Contract Non-Municipal Customers	\$76 per ton	Batteries (lead & rechargeable)	\$60 per ton										
U.S. Navy Waste under contract with SPSA	Per Contract	Alkaline Batteries	\$0.75 / lb.										
Residential Solid Waste Delivered in accordance with Residential Guidelines (Billed to SPSA Member Community)(Minimum fee does not apply)	\$57 per ton	SPSA reserves the right to reject certain quantities of batteries dependent on storage availability.											
Certified Weight	\$20	MISCELLANEOUS											
Regulated Medical Waste is Prohibited at all SPSA Facilities. A Penalty will be charged Per Occurrence of \$250, Plus any Costs Incurred/Revenues Lost		Appliances with CFC Disposed at SPSA's Regional Landfill:											
			Rate										
		SPSA Member Community or Residents (Billed to SPSA Member Community)	\$16 each										
		Businesses	\$16 each										
		White Goods Containers (includes rental rate plus haul cost)	\$75 - \$125 per pull										
		SOILS FOR USE AS ALTERNATIVE DAILY COVER (ADC)											
		<table border="1"> <thead> <tr> <th>Material Type</th> <th>Disposal Rate Per Ton</th> </tr> </thead> <tbody> <tr> <td>ADC10</td> <td>\$10.00</td> </tr> <tr> <td>ADC15</td> <td>\$15.00</td> </tr> <tr> <td>ADC20</td> <td>\$20.00</td> </tr> <tr> <td>ADC25</td> <td>\$25.00</td> </tr> </tbody> </table>		Material Type	Disposal Rate Per Ton	ADC10	\$10.00	ADC15	\$15.00	ADC20	\$20.00	ADC25	\$25.00
Material Type	Disposal Rate Per Ton												
ADC10	\$10.00												
ADC15	\$15.00												
ADC20	\$20.00												
ADC25	\$25.00												
		<p>General Rate Explanation: Those wishing to dispose of soils as ADC <u>must</u> receive prior approval from the Landfill and Environmental Manager 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.</p> <ol style="list-style-type: none"> 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 											
		<p>For any category of Waste Disposal which is based on weight, the Minimum Fee is \$20.00, unless otherwise noted above.</p>											
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	\$55 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	\$92.50 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												

Revenue Detail and Trends

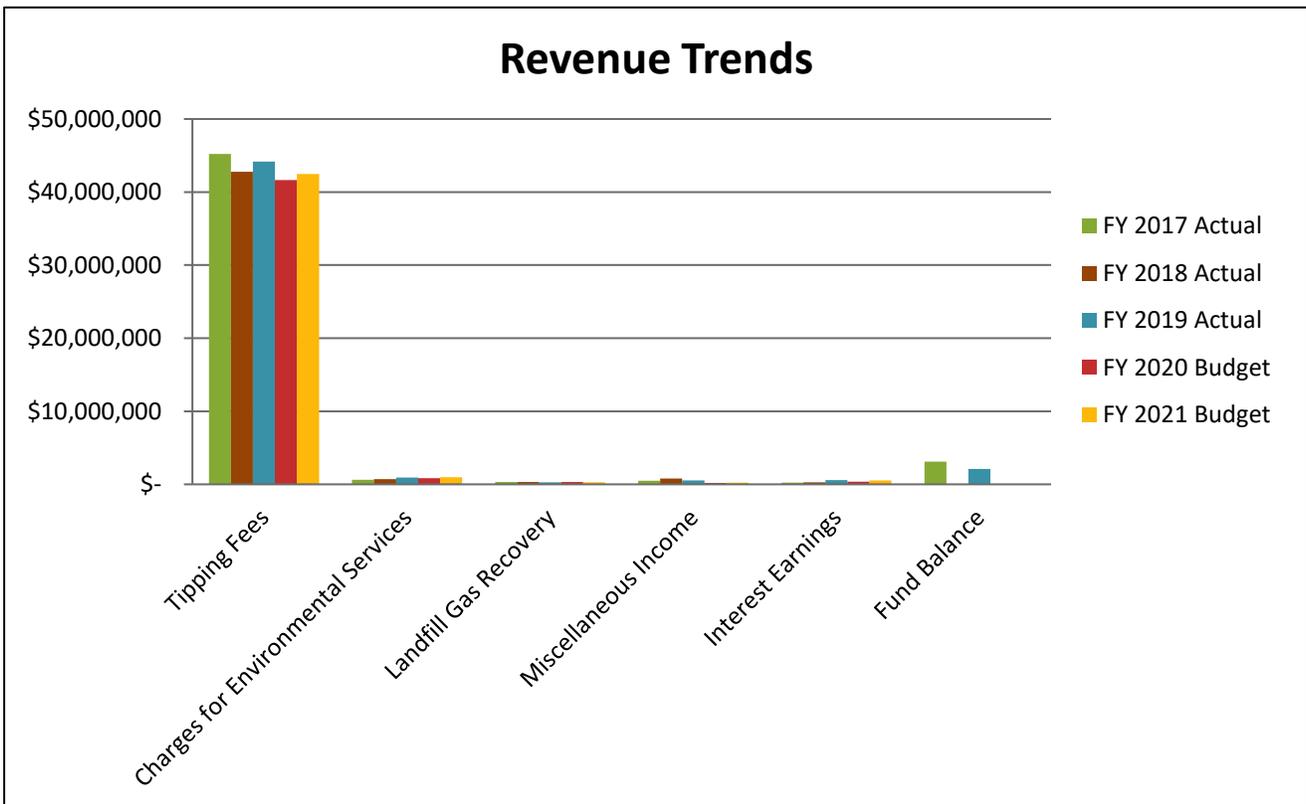
IN THIS SECTION:

- 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.



Revenue Detail

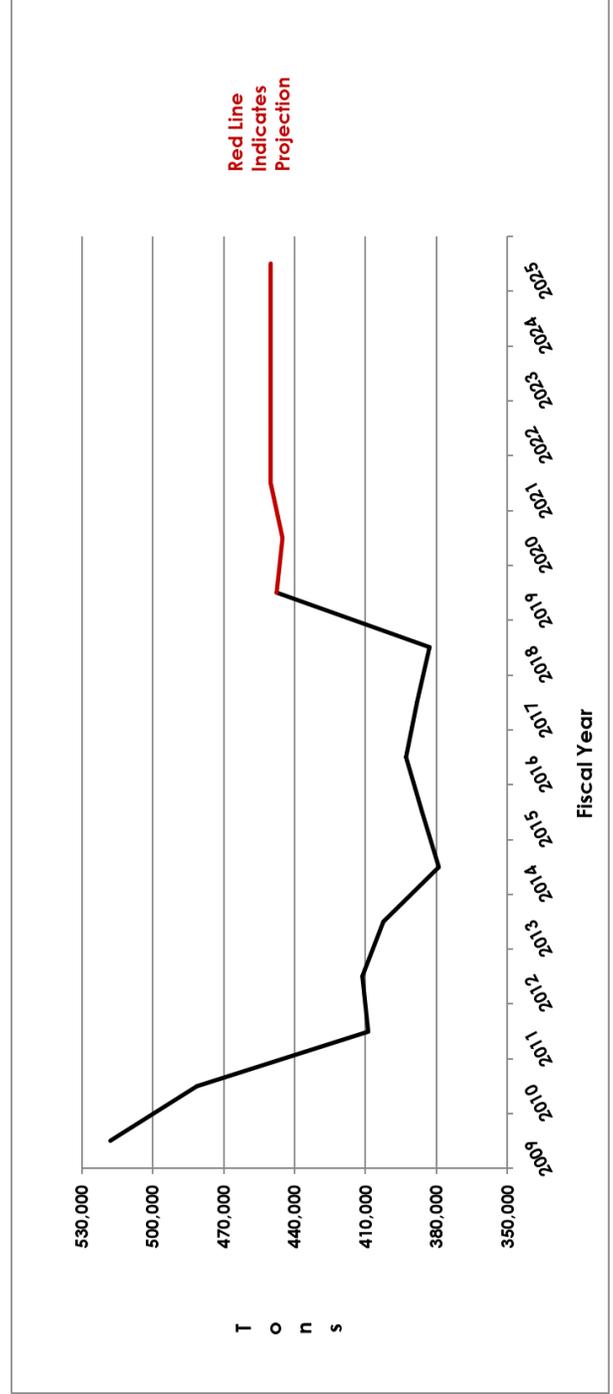
	FY 2019 Actual			FY 2020 Budget			FY 2021 Budget		
	Revenue	Rate	Tonnage	Revenue	Rate	Tonnage	Revenue	Rate	Tonnage
Tippling Fees	\$44,177,849			\$41,631,237			\$41,756,055		
Municipal	27,774,997	\$62.00	447,747	25,365,000	\$57.00	445,000	25,365,000	\$57.00	445,000
Chesapeake	6,533,307		105,353	5,990,700		105,100	6,099,000		107,000
Franklin	183,307		2,955	171,000		3,000	171,000		3,000
Isle of Wight	1,070,481		17,265	980,400		17,200	980,400		17,200
Norfolk	5,595,385		90,129	5,164,200		90,600	5,016,000		88,000
Portsmouth	2,493,852		40,222	2,268,600		39,800	2,308,500		40,500
Southampton County	661,987		10,675	615,600		10,800	615,600		10,800
Suffolk	2,624,239		42,325	2,217,300		38,900	2,217,300		38,900
Virginia Beach	8,612,439		138,823	7,957,200		139,600	7,957,200		139,600
Note 1 Navy Solid Waste	1,300,764	\$48.50	26,265	1,280,737	\$50.23	25,500	1,319,115	\$51.73	25,500
Construction & Demolition Debris	501,141	\$51.00	9,808	765,000	\$51.00	15,000	765,000	\$51.00	15,000
Sludge-City of Norfolk	301,998	\$50.00	6,040	275,000	\$50.00	5,500	302,500	\$55.00	5,500
Other Tippling Fees	4,276,665			4,450,000			4,481,440		
Contract Waste	7,178,478	\$49.00	146,442	7,063,500	\$51.00	138,500	6,825,000	\$52.50	130,000
Non-Contract Waste	2,843,806	\$75.00	36,682	2,432,000	\$76.00	32,000	2,698,000	\$76.00	35,500
Charges for Environmental Services	911,749			855,200			973,000		
Tire program	612,147			515,200			600,000		
Household Hazardous Waste Revenue	256,047	\$36/Trip		305,000	\$36/Trip		333,000	\$37/Trip	
White Goods Program	43,555			35,000			40,000		
Landfill Gas Recovery	294,167			312,000			260,000		
Miscellaneous Income	545,189			198,775			248,491		
Interest Earnings	592,149			350,000			450,000		
Fund Balance for Capital / Operating	2,093,307			-			-		
TOTAL REVENUES	\$48,614,411			\$43,347,212			\$43,687,546		

Note 1: The rate shown for Navy Solid Waste reflects an average rate and not the actual contract rate.

Miscellaneous Income consists of revenue generated from leased property, finance charges paid by customers and other miscellaneous items.

Southeastern Public Service Authority (SPSA)											
Historical and Projected Municipal Waste Stream (Tonnages)											
Member Community	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	
Chesapeake	94,981	90,926	90,896	105,353	108,000	107,000	107,000	107,000	107,000	107,000	
Franklin	2,592	2,690	2,698	2,955	3,000	3,000	3,000	3,000	3,000	3,000	
Isle of Wight	16,513	15,180	16,883	17,265	17,000	17,200	17,200	17,200	17,200	17,200	
Norfolk	66,240	64,575	62,587	90,129	89,900	88,000	88,000	88,000	88,000	88,000	
Portsmouth	29,089	30,023	32,769	40,222	41,200	40,500	40,500	40,500	40,500	40,500	
Southampton County	8,385	8,593	8,910	10,675	10,100	10,800	10,800	10,800	10,800	10,800	
Suffolk	40,770	45,645	40,847	42,325	43,050	38,900	38,900	38,900	38,900	38,900	
Virginia Beach	134,285	130,645	127,483	138,823	140,000	139,600	139,600	139,600	139,600	139,600	
Totals	392,855	388,277	383,073	447,747	452,250	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.

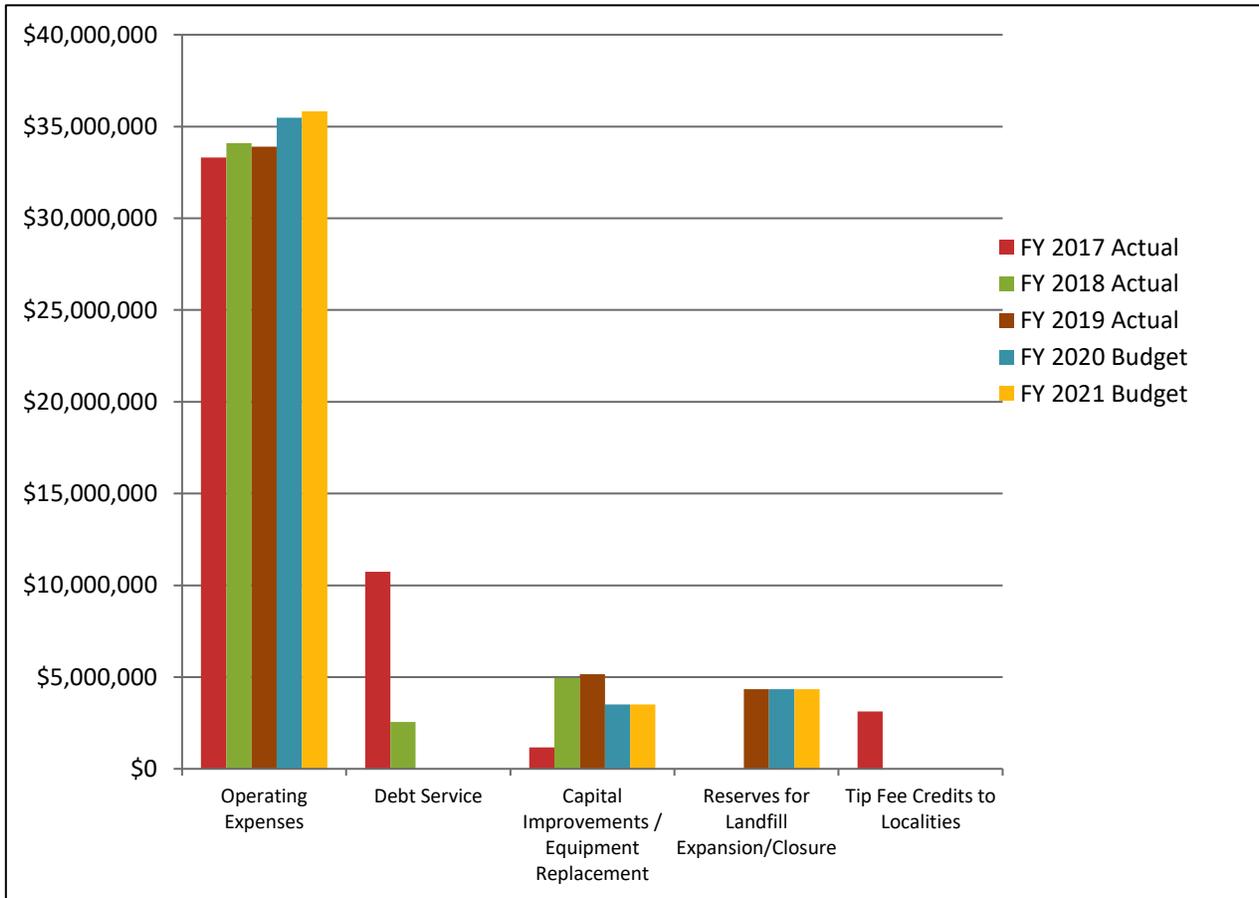
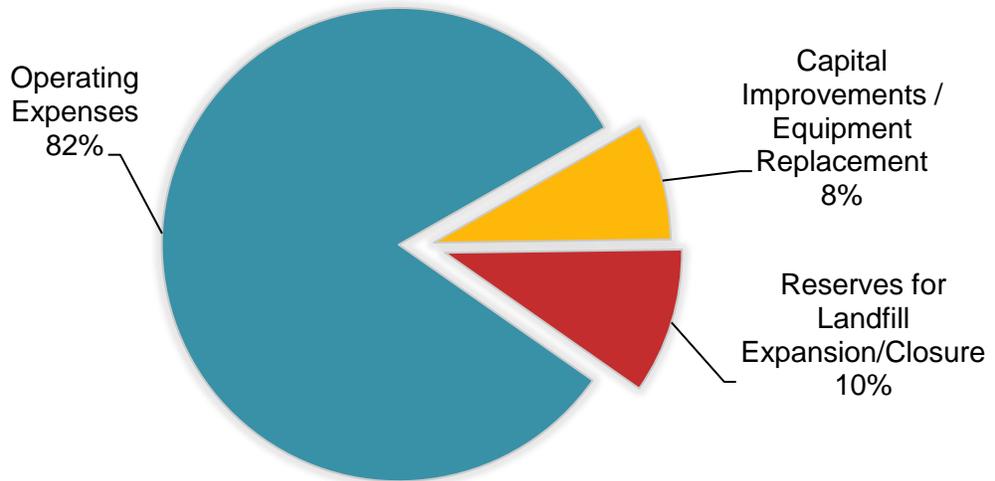
Capital Improvement / Equipment Replacement provide the cost estimates for various capital improvements and equipment replacement projected to be incurred in the fiscal year.

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.

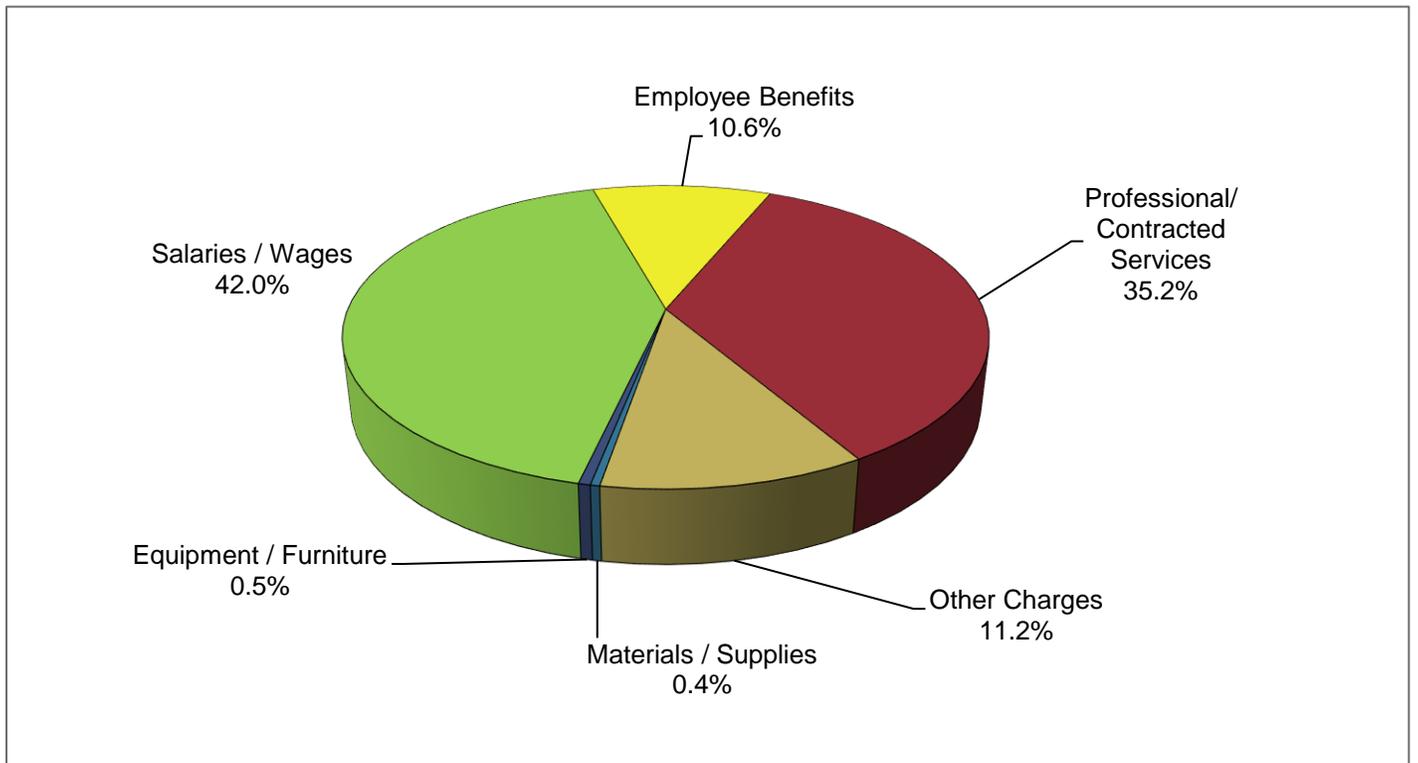
FY 2021 Expenses



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 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
51000	Salaries / Wages	\$ 722,606	\$ 892,877	\$ 837,565	-6%	42.0%
52000	Employee Benefits	174,911	231,230	212,102	-8%	10.6%
53000	Professional/Contracted Services	483,625	696,689	701,063	1%	35.2%
55000	Other Charges	188,359	231,521	223,872	-3%	11.2%
56000	Materials / Supplies	3,741	5,586	7,888	41%	0.4%
58000	Equipment / Furniture	<u>5,203</u>	<u>10,000</u>	<u>10,000</u>	<u>0%</u>	<u>0.5%</u>
Total		\$1,578,446	\$2,067,903	\$1,992,490	-4%	100%



Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
110	Accounting Department						
	51100	Salaries Exempt	\$ 115,801	\$ 166,179	\$ 166,179	0%	45%
	51110	Salaries Non-Exempt	51,098	53,698	35,360	-34%	10%
	52100	Social Security/Medicare Tax	12,150	16,821	15,418	-8%	4%
	52200	VRS Retirement	1,010	1,297	842	-35%	0%
	52300	Health Insurance	32,708	36,941	37,284	1%	10%
	52400	VRS life Insurance	2,083	2,880	2,701	-6%	1%
	52600	Unemployment Insurance	128	127	24	-81%	0%
	52700	Workers Compensation	84	139	110	-21%	0%
	53130	Professional Services	54,430	62,500	58,000	-7%	16%
	53600	Advertising	2,951	4,000	3,000	-25%	1%
	53700	Trustee Expense	1,000	-	1,000	N/A	0%
	55300	Insurance/Bonding	1,500	1,428	1,488	4%	0%
	55510	Travel and Training	-	100	2,400	2300%	1%
	55815	Bank Fees / Svc Charges	40,445	42,917	42,000	-2%	11%
		Total Expenses	\$ 315,390	\$ 389,027	\$ 365,806	-6%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
Exempt Positions							
		Accounting Manager	1	1	1		
		Financial Support & Scalehouse Administrator	1	1	1		
Non-Exempt Positions							
		Accounting Specialist	1	1	1		
		Administrative Coordinator	0.25	0	0		
		Total	3.25	3	3		
Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
120	Executive Offices						
	51100	Salaries Exempt	\$ 323,040	\$ 381,866	\$ 396,946	4%	44%
	51110	Salaries Non-Exempt	10,835	14,024	-	-100%	0%
	52100	Social Security/Medicare Tax	22,216	30,286	30,366	0%	3%
	52200	VRS Retirement	1,628	2,180	1,547	-29%	0%
	52300	Health Insurance	29,421	36,941	25,956	-30%	3%
	52400	VRS life Insurance	4,436	5,186	5,319	3%	1%
	52600	Unemployment Insurance	88	127	24	-81%	0%
	52700	Workers Compensation	300	250	216	-14%	0%
	53130	Professional Services	18,006	100,000	100,000	0%	11%
	53150	Legal Fees	237,936	325,000	325,000	0%	36%
	53600	Advertising	2,667	5,200	3,000	-42%	0%
	55300	Insurance/Bonding	2,568	2,568	2,928	14%	0%
	55510	Travel and Training	2,243	4,500	4,500	0%	1%
	55810	Membership & Professional Dues	818	720	650	-10%	0%
	56100	Office Supplies	11	-	-	N/A	0%
	56110	Dues & Subscriptions	202	1,250	500	-60%	0%
	56300	Safety Apparel & Equipment	125	-	-	N/A	0%
		Total Expenses	\$ 656,541	\$ 910,098	\$ 896,952	-1%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
Exempt Positions							
		Executive Director	1	1	1		
		Deputy Executive Director	1	1	1		
		Executive Administrator	0	1	1		
Non-Exempt Positions							
		Procurement Specialist	1	1	0		
		Administrative Coordinator	0.25	0	0		
		Total	3.25	4	3		

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
130	Human Resources						
	51100	Salaries Exempt	\$ 69,759	\$ 69,464	\$ 69,464	0%	40%
	51110	Salaries Non-Exempt	12,001	39,649	15,176	-62%	9%
	52100	Social Security/Medicare Tax	6,102	8,347	6,475	-22%	4%
	52200	VRS Retirement	371	384	-	-100%	0%
	52300	Health Insurance	30,398	35,251	38,778	10%	22%
	52400	VRS life Insurance	1,056	1,094	931	-15%	1%
	52600	Unemployment Insurance	49	88	16	-82%	0%
	52700	Workers Compensation	60	15,907	15,046	-5%	9%
	53110	Medical Fees	6,872	11,000	12,000	9%	7%
	53130	Professional Services	819	1,500	1,500	0%	1%
	53600	Advertising	2,116	4,000	3,000	-25%	2%
	55300	Insurance/Bonding	696	708	624	-12%	0%
	55510	Travel and Training	975	1,500	1,000	-33%	1%
	55810	Membership & Professional Dues	569	600	600	0%	0%
	55820	Awards Program	9,075	10,000	9,000	-10%	5%
		Total Expenses	\$ 140,917	\$ 199,492	\$ 173,610	-13%	100%

Personnel ~ Full Time Equivalent (FTE)		FY 2019	FY 2020	FY 2021
Exempt Positions				
	Human Resources Generalist	1	1	1
Non-Exempt Positions				
	Human Resources Assistant - Part Time	0.5	0.5	0.6
	Administrative Coordinator	0.25	0	0
	Total	1.75	1.5	1.6

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
150	Regional Office Building						
Note A	53310	Maintenance Agreements	\$ 25,997	\$ 31,299	\$ 32,000	2%	21%
	53320	Grounds Maintenance	6,131	9,260	10,000	8%	7%
	53410	Building / Site Maintenance	28,591	50,000	58,500	17%	39%
	55100	Electricity	22,971	26,300	26,300	0%	17%
	55120	Heating/gas	761	1,000	1,000	0%	1%
	55130	Water / Sewer	6,984	7,500	8,900	19%	6%
Note B	55210	Postage	1,713	2,300	2,000	-13%	1%
	55300	Insurance/Bonding	5,832	6,288	6,192	-2%	4%
Note B	56100	Office Supplies	2,962	3,000	5,000	67%	3%
	56140	Other Operating Supplies	142	500	1,888	278%	1%
		Total Expenses	\$ 102,085	\$ 137,447	\$ 151,780	10%	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

Building maintenance includes some shared expenses with the HRPDC such as irrigation system, the backflow test and the board room fire suppression.

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
160	Information Technology						
	51100	Salaries Exempt	\$ 128,072	\$ 153,973	\$ 154,440	0%	38%
	51110	Salaries Non-Exempt	12,001	14,024	-	-100%	0%
	52100	Social Security/Medicare Tax	10,415	12,852	11,815	-8%	3%
	52200	VRS Retirement	904	1,237	1,548	25%	0%
	52300	Health Insurance	17,317	20,500	15,516	-24%	4%
	52400	VRS life Insurance	1,803	2,201	2,070	-6%	1%
	52600	Unemployment Insurance	88	88	16	-82%	0%
	52700	Workers Compensation	96	106	84	-21%	0%
	53130	Professional Services	7,819	700	1,261	80%	0%
	53310	Maintenance Agreements	87,363	91,730	92,802	1%	23%
	53400	Equipment Maintenance	925	500	-	-100%	0%
	55200	Telephone	90,156	121,000	112,000	-7%	28%
	55300	Insurance/Bonding	984	1,092	1,140	4%	0%
	55510	Travel and Training	68	1,000	1,150	15%	0%
	56120	Computer Software	129	-	-	N/A	0%
	56200	Vehicle / Equipment Fuel	170	336	-	-100%	0%
	56410	Small Equipment	-	500	500	0%	0%
	58200	Computer Hardware	5,203	10,000	10,000	0%	2%
		Total Expenses	\$ 363,513	\$ 431,839	\$ 404,342	-6%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
Exempt Positions							
		Applications Administrator	1	1	1		
		Network Administrator	1	1	1		
Non-Exempt							
		Administrative Coordinator	0.25	0	0		
		Total	2.25	2	2		

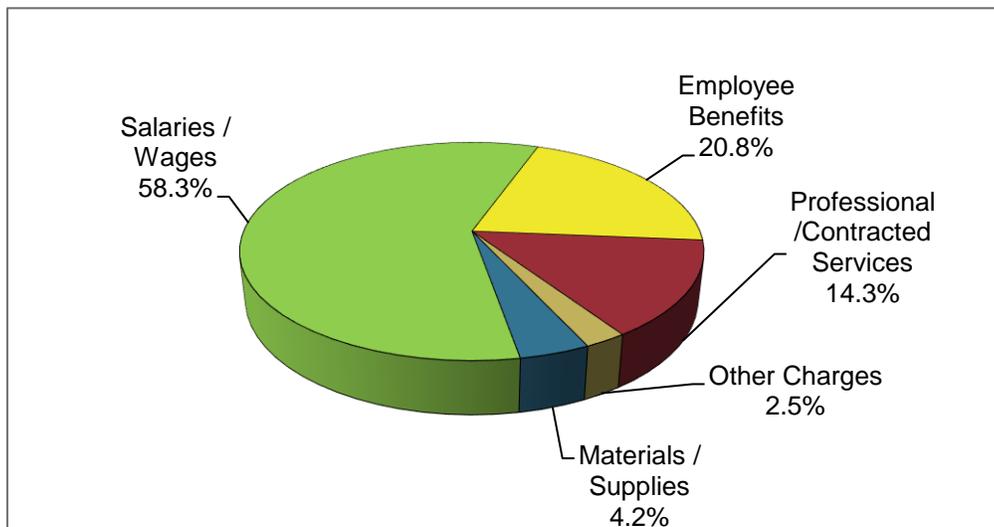


Environmental Management

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 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
51000	Salaries / Wages	\$ 294,108	\$ 291,479	\$ 319,891	10%	58.3%
52000	Employee Benefits	102,832	101,641	114,101	12%	20.8%
53000	Professional/Contracted Services	35,085	74,200	78,200	5%	14.3%
55000	Other Charges	6,413	10,174	13,700	35%	2.5%
56000	Materials / Supplies	24,979	22,118	22,838	3%	4.2%
		\$ 463,417	\$ 499,612	\$ 548,730	10%	100%



Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
200		Environmental Management					
	51100	Salaries Exempt	\$ 171,784	\$ 175,433	\$ 175,433	0%	39%
	51110	Salaries Non-Exempt	121,722	115,046	142,458	24%	31%
	51200	Overtime	602	1,000	2,000	100%	0%
	52100	Social Security/Medicare Tax	21,890	22,298	24,472	10%	5%
	52200	VRS Retirement	1,644	1,706	1,892	11%	0%
	52300	Health Insurance	66,267	64,476	76,008	18%	17%
	52400	VRS Life Insurance	3,688	3,800	4,260	12%	1%
	52600	Unemployment Insurance	235	235	56	-76%	0%
	52700	Workers Compensation	9,108	9,126	7,413	-19%	2%
	53160	Environmental Testing	324	2,000	2,000	0%	0%
	53210	Uniform Rental	1,251	2,300	2,700	17%	1%
	53330	Hazardous Waste Cleanup & Disposal	-	2,000	2,000	0%	0%
	53400	Equipment Maintenance	334	1,500	1,500	0%	0%
	53500	Printing	-	300	-	-100%	0%
	53600	Advertising	-	500	500	0%	0%
	55210	Postage	11	400	-	-100%	0%
	55300	Insurance/Bonding	1,872	1,908	2,400	26%	1%
	55510	Travel and Training	1,000	1,250	3,000	140%	1%
	55810	Membership & Professional Dues	268	200	200	0%	0%
	55830	EMS Support Program	935	1,000	1,000	0%	0%
	56100	Office Supplies	467	500	1,200	140%	0%
	56140	Other Operating Supplies	2,892	2,500	2,500	0%	1%
	56300	Safety Apparel & Equipment	640	500	500	0%	0%
		Total Expenses	\$ 406,932	\$ 409,978	\$ 453,492	11%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Assistant Landfill & Environmental Manager	1	1	1		
		Landfill & Environmental Compliance Specialist	1	1	1		
		Environmental Specialist	1	1	1		
	Non-Exempt Positions						
		Environmental Technician	3	3	4		
		Total	6	6	7		

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 is open a half day on Tuesday and a half day on Saturdays. The Chesapeake facility operates on a monthly recurring schedule and the Franklin facility operates on a quarterly recurring schedule. Periodic mobile HHW collection events are scheduled in Portsmouth, Chesapeake, Norfolk 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.

In fiscal year 2019, SPSA safely disposed of 14,325 gallons of liquid HHW and 11,130 pounds of solid HHW.

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

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
210		Household Hazardous Waste Program					
	53110	Medical Fees	\$ 1,439	\$ 1,200	\$ 2,000	67%	2%
	53160	Environmental Testing	-	400	-	-100%	0%
	53330	Hazardous Waste Cleanup & Disposal	26,888	55,000	55,000	0%	58%
	53400	Equipment Maintenance	4,635	5,000	8,500	70%	9%
	53410	Building / Site Maintenance	214	4,000	4,000	0%	4%
	55100	Electricity	1,331	3,000	4,000	33%	4%
	55300	Insurance/Bonding	996	1,416	2,100	48%	2%
	55510	Travel and Training	-	1,000	1,000	0%	1%
	56140	Other Operating Supplies	1,092	1,200	1,200	0%	1%
	56200	Vehicle / Equipment Fuel	5,319	8,918	8,938	0%	9%
	56220	Vehicle / Equipment Tires	3,614	5,000	5,000	0%	5%
	56300	Safety Apparel & Equipment	724	2,000	2,000	0%	2%
	56410	Small Equipment	10,232	1,500	1,500	0%	2%
		Total Expenses	\$ 56,485	\$ 89,634	\$ 95,238	6%	100%

Household Hazardous Waste Program Statistics

SPSA Household Hazardous Waste Collection Summary					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Paint Related Materials	880	660	990	550	1,210
High BTU (Waste fuel/solvents)	1,650	1,650	1,485	1,100	1,925
Detergents/Cleaners	1,320	385	440	380	440
Oxidizers	3,850	3,150	4,400	3,500	4,000
Pesticide Liquid	2,420	2,035	1,705	1,650	2,035
Pesticide Solid	8,800	6,750	9,900	6,750	4,500
Acids (Inorganic)	385	275	220	220	385
Antifreeze	2,298	1,460	1,285	746	825
Oil	11,580	7,064	10,381	8,703	6,900
Base Liquids	385	220	110	236	55
Base Solids	110	55	0	0	0
* Wet Cell Batteries	390	307	731	687	1,070
** Dry Cell Batteries	1,100	700	700	1,050	1,400
* Propane Cylinders	568	576	730	776	776
* Other Cylinders	700	1,125	416	1,619	2,650
Aerosol Cans	600	6	2,400	2,000	1,200
Mercury	456	584	30	75	30
Reactive (Calcium Carbide)	0	1	0	0	0
Cooking Oil	980	555	600	800	550
Total Liquid	21,898	14,304	17,216	14,385	14,325
Total Solid	14,916	11,246	17,430	13,375	11,130
*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 2019, the white goods program recycled nearly 664,000 pounds of scrap steel and aluminum.



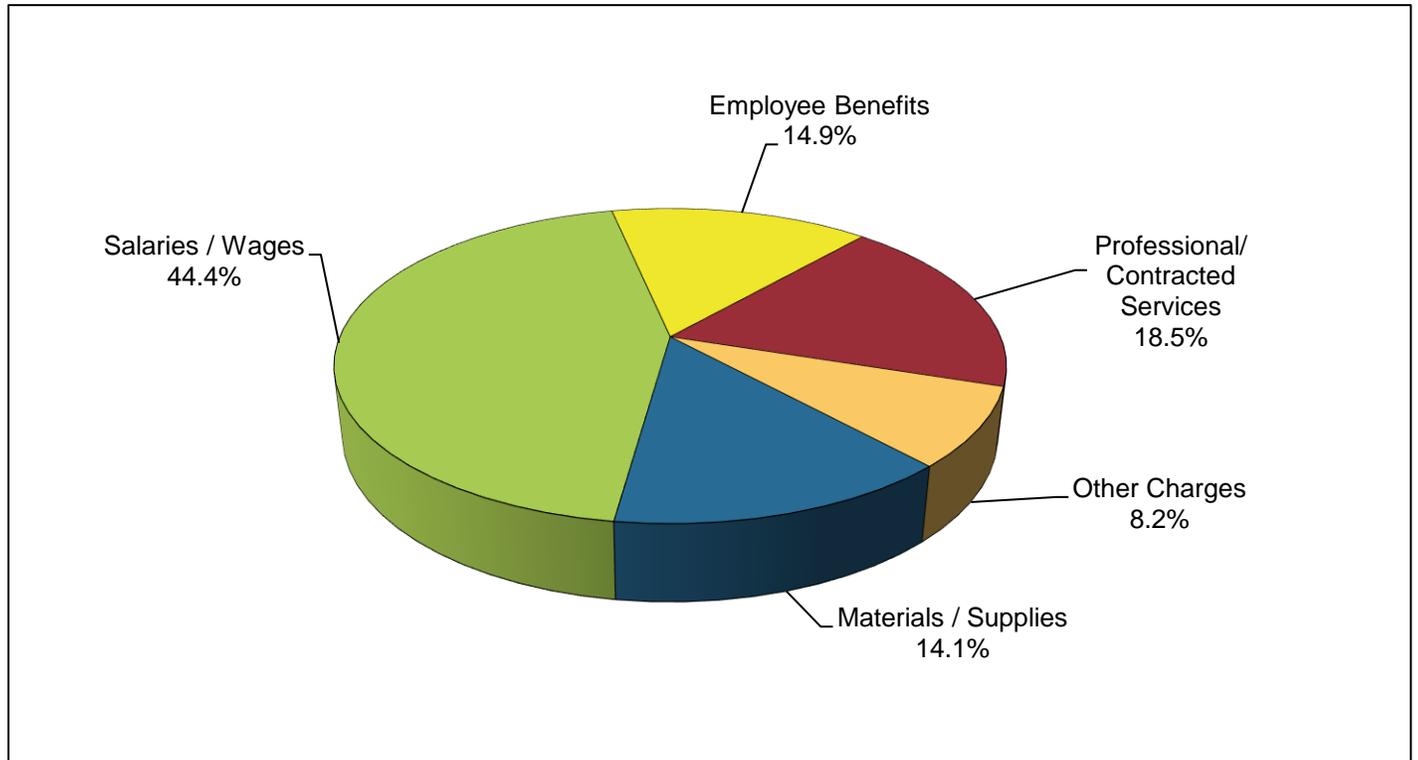
Pounds of Scrap Steel and Metal Recycled				
FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
394,000	523,740	600,360	572,000	663,520

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 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
51000	Salaries / Wages	\$ 5,426,241	\$ 5,841,183	\$ 5,731,396	-2%	44.4%
52000	Employee Benefits	1,812,101	1,940,330	1,917,326	-1%	14.9%
53000	Professional/Contracted Services	2,042,754	2,348,652	2,383,307	1%	18.5%
55000	Other Charges	811,447	1,066,852	1,053,761	-1%	8.2%
56000	Materials / Supplies	1,504,755	1,883,733	1,813,457	-4%	14.1%
		\$11,597,298	\$13,080,750	\$12,899,247	-1%	100%



Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
300	Operations Center						
Note A	53310	Maintenance Agreements	\$ 7,980	\$ 20,000	\$ 20,000	0%	16%
	53320	Grounds Maintenance	5,180	6,700	6,700	0%	5%
	53400	Equipment Maintenance	25	1,000	1,000	0%	1%
	53410	Building / Site Maintenance	32,224	18,000	48,000	167%	39%
	55100	Electricity	35,472	38,500	36,500	-5%	30%
	55120	Heating/gas	8,438	10,000	7,500	-25%	6%
	55300	Insurance/Bonding	2,124	2,136	2,256	6%	2%
	56140	Other Operating Supplies	406	2,000	1,000	-50%	1%
	56200	Vehicle / Equipment Fuel	493	686	280	-59%	0%
	56220	Vehicle / Equipment Tires	289	-	-	N/A	0%
		Total Expenses	\$ 92,630	\$ 99,022	\$ 123,236	24%	100%

Note A: Represents the Operations & Maintenance Agreement with Wheelabrator Portsmouth, Inc. and includes shared costs for water, sewer, fire suppression and grounds maintenance. Beginning FY 2021 includes custodial services for the Operations Center 3 days per week.

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
310	Safety						
	51100	Salaries Exempt	\$ 133,406	\$ 135,750	\$ 138,225	2%	73%
	52100	Social Security/Medicare Tax	10,036	10,385	10,574	2%	6%
	52200	VRS Retirement	609	624	-	-100%	0%
	52300	Health Insurance	16,212	15,798	22,968	45%	12%
	52400	VRS Life Insurance	1,735	1,778	1,852	4%	1%
	52600	Unemployment Insurance	78	78	16	-79%	0%
	52700	Workers Compensation	6,060	6,393	5,946	-7%	3%
	53160	Environmental Testing	-	1,000	1,000	0%	1%
	53210	Uniform Rental	177	-	-	N/A	0%
	53400	Equipment Maintenance	145	250	250	0%	0%
	55210	Postage	28	60	60	0%	0%
	55300	Insurance/Bonding	1,008	948	1,092	15%	1%
	55510	Travel and Training	2,974	750	1,350	80%	1%
	55700	Toll Roads	350	675	735	9%	0%
	55810	Membership & Professional Dues	693	1,638	1,638	0%	1%
	56100	Office Supplies	1,403	450	500	11%	0%
	56110	Dues & Subscriptions	480	500	500	0%	0%
	56140	Other Operating Supplies	-	-	-	N/A	0%
	56200	Vehicle / Equipment Fuel	1,334	1,960	1,960	0%	1%
	56220	Vehicle / Equipment Tires	-	500	500	0%	0%
	56300	Safety Apparel & Equipment	384	750	750	0%	0%
	56410	Small Equipment	627	418	418	0%	0%
		Total Expenses	\$ 177,741	\$ 180,705	\$ 190,334	5%	100%

Personnel ~ Full Time Equivalent (FTE)		FY 2019	FY 2020	FY 2021
Exempt Positions				
	Safety & Risk Manager	1	1	1
	Assistant Safety & Risk Manager	1	1	1
	Total	2	2	2

Regional Landfill



The Regional Landfill is an 880-acre parcel of land situated along the US 13/58/460 corridor in Suffolk VA. A masterplan for the entire parcel was developed to allow for planned expansion of the Regional Landfill that would ultimately result in construction of twelve cells over the life of the facility. With approval from regulatory agencies, the twelve cells would potentially provide between eighty and ninety more years of disposal capacity for the region.

Cells I – IV consisted of 103 disposal acres and was closed in 2009 and will be under post-closure care through 2039. Cell V and VI are permitted for

84.9 disposal acres and is projected to be full in 2027. SPSA received approval from DEQ in 2011 to construct Cell VII which will provide an additional 56.1 acres of disposal capacity beyond 2027.

During fiscal year 2019, approximately 366,258 tons was disposed of or used as daily cover. It is projected that the landfill will dispose of approximately 350,000 tons of waste in fiscal year 2020.



Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
320	Regional Landfill						
	51100	Salaries Exempt	\$ 149,263	\$ 232,116	\$ 147,266	-37%	4%
	51110	Salaries Non-Exempt	415,301	725,700	485,454	-33%	15%
	51200	Overtime	19,836	15,000	30,000	100%	1%
	52100	Social Security/Medicare Tax	43,289	74,420	50,698	-32%	2%
	52200	VRS Retirement	4,075	7,024	9,240	32%	0%
	52300	Health Insurance	131,694	200,040	153,564	-23%	5%
	52400	VRS Life Insurance	7,191	12,272	8,197	-33%	0%
	52600	Unemployment Insurance	655	823	120	-85%	0%
	52700	Workers Compensation	17,112	23,192	13,236	-43%	0%
	53120	Security Service	81,075	81,728	84,000	3%	3%
	53130	Professional Services	2,000	-	-	N/A	0%
Note A	53140	Engineering Services	221,596	275,764	270,000	-2%	8%
	53145	Landfill Survey	17,533	15,000	7,500	-50%	0%
	53160	Environmental Testing	88,564	100,000	100,000	0%	3%
	53200	Temporary Employment Services	688	-	34,320	N/A	1%
	53210	Uniform Rental	2,709	7,632	6,400	-16%	0%
	53310	Maintenance Agreements	-	12,500	13,080	5%	0%
	53400	Equipment Maintenance	310,575	325,000	292,050	-10%	9%
	53410	Building / Site Maintenance	158,275	100,000	100,000	0%	3%
	53420	Leachate Pumping Station	37,224	37,500	37,500	0%	1%
	53425	Pumping & Hauling Leachate	4,899	-	-	N/A	0%
	53800	Permits	18,422	26,000	44,351	71%	1%
	53820	Suffolk Good Neighbor/Host Fee	707,008	560,000	582,400	4%	18%
	55100	Electricity	35,468	35,000	35,000	0%	1%
	55120	Heating/gas	4,099	3,000	3,000	0%	0%
	55130	Water / Sewer	11,664	11,500	13,942	21%	0%
	55150	Leachate Treatment	212,692	398,000	380,000	-5%	12%
	55220	Radio Communications	2,734	2,500	2,500	0%	0%
	55300	Insurance/Bonding	24,679	27,348	26,136	-4%	1%
	55350	Landfill Fire Expenses	-	-	-	N/A	0%
	55400	Equipment Rental	29,592	35,000	35,000	0%	1%
	55510	Travel and Training	3,699	5,000	10,000	100%	0%
	55810	Membership & Professional Dues	262	400	300	-25%	0%
	56100	Office Supplies	1,540	1,000	850	-15%	0%
	56110	Dues & Subscriptions	12,776	13,000	13,000	0%	0%
	56140	Other Operating Supplies	31,901	50,000	49,400	-1%	2%
	56200	Vehicle / Equipment Fuel	160,202	224,474	204,562	-9%	6%
	56220	Vehicle / Equipment Tires	25,272	25,000	25,000	0%	1%
	56300	Safety Apparel & Equipment	3,685	3,500	2,600	-26%	0%
	56410	Small Equipment	14,849	1,500	5,000	233%	0%
		Total Expenses	\$ 3,014,097	\$ 3,667,933	\$ 3,275,666	-11%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Landfill & Environmental Manager	1	1	1		
		Landfill Supervisor	1	1	1		
		Heavy Equipment Manager	0	1	0		
	Non-Exempt Positions						
		Lead Equipment Mechanic	0	1	0		
		Equipment Mechanic	0	2	0		
		Heavy Equipment Operator, Sr.	5	4	4		
		Heavy Equipment Operator	5.5	7.5	6.5		
		Landfill/Environmental Support Specialist	0	1	1		
		Solid Waste Assistant	3	2	1		
		Total	15.50	20.50	14.50		

Note A: Engineering services is for ground water monitoring, landfill gas monitoring, permit compliance and other environmental consulting.

Regional Landfill Waste Stream (tons)

Type of Waste	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Construction Demolition Debris	11,485	14,252	14,850	9,807	9,312
Sludge	5,314	4,927	5,717	6,039	4,725
Industrial Waste	874	846	379	295	660
Soils	66,380	18,935	9,990	8,630	6,602
Clean Fill	92,732	25,369	26,396	5,940	97,971
Peanut Dust/Peanut Hulls	3,202	5,650	9,366	4,023	4,907
Non-Processible Municipal Solid Waste ¹	1,788	5,765	3,791	867	1,570
Navy Waste ¹	88	150	154	359	237
Non-Processible Commercial Waste ¹	5,096	4,518	2,631	598	674
Concrete/Asphalt	416	3	-	133	116
Shredded Tires	3,052	3,289	4,586	5,394	6,144
Ash - Qualifying	177,493	174,420	179,361	113,979	112,585
Non-Qualifying Ash				52,998	58,912
Municipal Solid Waste	-	-	46,011	102,702	107,183
Clean Fill - Clearfield	32,400	28,226	14,496	51,540	57,872
Residual Waste - Clearfield	4,857	9,771	180	436	449
Diverted Processible Waste (fromTsf Stations)	1,780	11,337	201	2,518	2,127
Total	406,957	307,458	318,109	366,258	472,046
¹ Represents waste too large for Suffolk Transfer Station, such as boats.					

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.

The demand for tire shredding continues to grow each year. The increase in the tires received at the Regional Landfill requires constant attention to ensure that the site does not exceed the number of tires allowed on the site by the facility permit. In 2020 a portable tire shredder was purchased and placed in service. As staff has increased maintenance frequencies on the primary shredder causing maintenance downtime to increase, the portable unit enables tire shredding to continue when the primary unit is down. In an effort to continue to improve tire shredding operations, a new primary shredder is proposed for fiscal year 2021. This purchase will increase the number of tires that can be shredded and reduce maintenance cost.

Tire disposal has increased from 295,000 tires in 2015 to 561,100 tires in 2019. It is projected that the number of tires processed in 2020 will exceed 550,000. 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 2015	FY 2016	FY 2017	FY 2018	FY 2019
295,000	288,600	328,900	458,600	561,100

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
330	Tire Shredder						
	51100	Salaries Exempt	\$ 13,949	\$ 49,920	\$ 49,920	0%	17%
	51110	Salaries Non-Exempt	85,141	75,436	73,078	-3%	25%
	51200	Overtime	3,263	1,000	2,500	150%	1%
	52100	Social Security/Medicare Tax	7,420	9,666	9,601	-1%	3%
	52200	VRS Retirement	1,155	1,480	2,927	98%	1%
	52300	Health Insurance	23,690	18,840	25,956	38%	9%
	52400	VRS Life Insurance	1,282	1,642	1,648	0%	1%
	52600	Unemployment Insurance	126	118	24	-80%	0%
	52700	Workers Compensation	2,628	3,353	2,597	-23%	1%
	53210	Uniform Rental	551	1,365	1,525	12%	1%
	53400	Equipment Maintenance	49,401	80,000	80,000	0%	27%
	53410	Building / Site Maintenance	4,204	4,000	6,500	63%	2%
	53800	Permits	4,038	4,138	4,220	2%	1%
	55100	Electricity	7,934	8,000	10,000	25%	3%
	55300	Insurance/Bonding	2,568	2,580	3,180	23%	1%
	55430	Tire De-Rimming Service	6,350	10,000	5,000	-50%	2%
	56100	Office Supplies	197	200	200	0%	0%
	56140	Other Operating Supplies	413	500	500	0%	0%
	56200	Vehicle / Equipment Fuel	2,945	3,484	4,088	17%	1%
	56220	Vehicle / Equipment Tires	4,431	5,000	5,000	0%	2%
	56300	Safety Apparel & Equipment	837	700	700	0%	0%
	56410	Small Equipment	3,338	750	2,000	167%	1%
		Total Expenses	\$ 225,859	\$ 282,172	\$ 291,164	3%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Tire Shredder Supervisor	0	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	0	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 284 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 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
340	Fleet Maintenance - Operations Center						
	51100	Salaries Exempt	\$ 158,773	\$ 66,625	\$ 136,955	106%	14%
	51110	Salaries Non-Exempt	681,230	568,384	515,441	-9%	52%
	51200	Overtime	10,020	10,000	6,500	-35%	1%
	52100	Social Security/Medicare Tax	62,277	49,343	50,406	2%	5%
	52200	VRS Retirement	4,613	4,071	2,653	-35%	0%
	52300	Health Insurance	154,473	117,924	155,820	32%	16%
	52400	VRS Life Insurance	10,708	8,312	8,742	5%	1%
	52600	Unemployment Insurance	726	470	96	-80%	0%
	52700	Workers Compensation	26,292	14,946	14,453	-3%	1%
	53170	Fire Protection	5,448	7,000	3,500	-50%	0%
	53210	Uniform Rental	3,288	3,836	3,961	3%	0%
	53400	Equipment Maintenance	22,147	18,000	15,000	-17%	2%
	55300	Insurance/Bonding	19,464	18,948	21,324	13%	2%
	55400	Equipment Rental	2,631	-	-	N/A	0%
	55510	Travel and Training	571	10,000	5,000	-50%	1%
	55700	Toll Roads	636	1,200	750	-38%	0%
	55810	Membership & Professional Dues	-	1,000	500	-50%	0%
	56100	Office Supplies	1,247	1,000	1,000	0%	0%
	56110	Dues & Subscription			-	N/A	0%
	56140	Other Operating Supplies	19,644	25,000	17,000	-32%	2%
	56200	Vehicle / Equipment Fuel	8,964	13,440	8,966	-33%	1%
	56220	Vehicle / Equipment Tires	912	3,800	2,000	-47%	0%
	56300	Safety Apparel & Equipment	2,969	3,000	3,000	0%	0%
	56410	Small Equipment	26,165	14,000	14,000	0%	1%
		Total Expenses	\$ 1,223,200	\$ 960,299	\$ 987,067	3%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
Exempt Positions							
		Fleet Manager	0	1	1		
		Vehicle/Equip. Maint. Superintendent	1	0	0		
		Vehicle/Equip. Maint. Supervisor	1	0	0		
		Fleet Management Coordinator	0	1	1		
Non-Exempt Positions							
		Lead Equipment Mechanic	2	1	1		
		Equipment Mechanic	7	5	4		
		Preventive Maintenance Mechanic	0	0	1		
		Tire Mechanic	1	1	0		
		Welder	1	1	1		
		Solid Waste Assistant	1	1	1		
		Fleet Support Specialist	1	1	1		
		Storeroom Supervisor	1	0	0		
		Storekeeper	1	0	1		
		Total	17	12	12		

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
341	Fleet Maintenance - Regional Landfill Shop						
	51100	Salaries Exempt	\$ -	\$ -	\$ 82,129	N/A	24%
	51110	Salaries Non-Exempt	-	-	172,502	N/A	50%
	51200	Overtime	-	-	3,600	N/A	1%
	52100	Social Security/Medicare Tax	-	-	19,755	N/A	6%
	52200	VRS Retirement	-	-	2,495	N/A	1%
	52300	Health Insurance	-	-	24,168	N/A	7%
	52400	VRS Life Insurance	-	-	3,412	N/A	1%
	52600	Unemployment Insurance	-	-	32	N/A	0%
	52700	Workers Compensation	-	-	4,922	N/A	1%
	53210	Uniform Rental	-	-	1,400	N/A	0%
	53400	Equipment Maintenance	-	-	6,000	N/A	2%
	55510	Travel and Training	-	-	6,000	N/A	2%
	55700	Toll Roads	-	-	400	N/A	0%
	56100	Office Supplies	-	-	150	N/A	0%
	56110	Dues & Subscriptions	-	-	1,950	N/A	1%
	56140	Other Operating Supplies	-	-	600	N/A	0%
	56200	Vehicle / Equipment Fuel	-	-	7,840	N/A	2%
	56220	Vehicle / Equipment Tires	-	-	1,200	N/A	0%
	56300	Safety Apparel & Equipment	-	-	900	N/A	0%
	56410	Small Equipment	-	-	8,400	N/A	2%
		Total Expenses	\$ -	\$ -	\$ 347,855	N/A	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Heavy Equipment Manager	0	0	1		
	Non-Exempt Positions						
		Lead Equipment Mechanic	0	0	1		
		Equipment Mechanic	0	0	2		
		Total	0	0	4		



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 two shifts; the daytime shift works 8 hours a day five days a week with staggered start times between 8:00 AM and 10:00 AM. The night shift works 10 hour shifts Tuesday through Friday from 8:00 PM until 6:00 AM.

SPSA owns 55 tractors and 63 municipal solid waste trailers.

Waste Tonnages Hauled and Miles Driven					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Tons	647,247	547,706	559,065	471,876	427,831
Miles	839,166	734,062	755,962	685,715	743,867

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
350	Transportation						
	51100	Salaries Exempt	\$ 135,377	\$ 82,129	\$ 82,129	0%	2%
	51110	Salaries Non-Exempt	1,153,123	1,385,345	1,364,995	-1%	41%
	51200	Overtime	325,240	173,817	180,000	4%	5%
	52100	Social Security/Medicare Tax	119,252	125,559	124,475	-1%	4%
	52200	VRS Retirement	5,903	8,565	9,480	11%	0%
	52300	Health Insurance	259,476	293,346	290,436	-1%	9%
	52400	VRS Life Insurance	15,001	17,843	17,621	-1%	1%
	52600	Unemployment Insurance	1,315	1,333	272	-80%	0%
	52700	Workers Compensation	70,572	77,292	69,996	-9%	2%
	53210	Uniform Rental	4,855	13,670	13,670	0%	0%
	53310	Maintenance Agreements	-	-	5,200	N/A	0%
	53400	Equipment Maintenance	285,169	307,500	300,000	-2%	9%
	53410	Building / Site Maintenance	9,921	20,000	10,000	-50%	0%
	55300	Insurance/Bonding	56,496	57,024	65,340	15%	2%
	55700	Toll Roads	138,948	157,500	170,000	8%	5%
	56100	Office Supplies	163	500	500	0%	0%
	56110	Dues & Subscriptions	945	1,000	1,000	0%	0%
	56140	Other Operating Supplies	8,401	6,500	6,500	0%	0%
	56200	Vehicle / Equipment Fuel	364,609	523,749	491,764	-6%	15%
	56220	Vehicle / Equipment Tires	102,435	170,000	150,000	-12%	4%
	56300	Safety Apparel & Equipment	6,053	5,000	4,000	-20%	0%
		Total Expenses	\$ 3,063,254	\$ 3,427,672	\$ 3,357,378	-2%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Transportation Superintendent	0.5	0	0		
		Transportation Manager	1	1	1		
	Non-Exempt Positions						
		Lead Transfer Vehicle Operator	2	1	1		
		Transfer Vehicle Operator (TVO)	26	27	26		
		Transfer Vehicle Operator (TVO) Part time	<u>2</u>	<u>2.5</u>	<u>3</u>		
		Total	31.5	31.5	31.0		



Boykins Transfer Station

18449 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 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
361		Boykins Transfer Station					
	53320	Grounds Maintenance	\$ 3,150	\$ 4,650	\$ 4,650	0%	19%
	53400	Equipment Maintenance	36	1,500	1,500	0%	6%
	53410	Building / Site Maintenance	2,711	8,400	7,500	-11%	31%
	53800	Permits	4,935	4,936	5,158	4%	21%
	55100	Electricity	989	1,200	1,200	0%	5%
	55300	Insurance/Bonding	312	372	348	-6%	1%
	55420	Land Lease Payment	3,500	3,500	3,500	0%	15%
	56140	Other Operating Supplies	129	260	260	0%	1%
		Total Expenses	\$ 15,762	\$ 24,818	\$ 24,116	-3%	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
 Saturday and Sunday Noon - 4 p.m.

(Chesapeake Residents Only)

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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Municipal	83,311	85,953	85,490	83,423	93,126
Navy	0	32	0	0	237
Commercial	57,719	49,653	51,563	39,036	36,919
Total	141,030	135,638	137,053	122,459	130,282

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
362	Chesapeake Transfer Station						
	51100	Salaries Exempt	\$ 68,445	\$ 72,978	\$ 64,094	-12%	10%
	51110	Salaries Non-Exempt	194,364	198,044	225,607	14%	34%
	51200	Overtime	21,493	30,000	25,000	-17%	4%
	52100	Social Security/Medicare Tax	21,027	23,028	24,075	5%	4%
	52200	VRS Retirement	1,563	1,786	2,173	22%	0%
	52300	Health Insurance	67,215	65,711	71,892	9%	11%
	52400	VRS Life Insurance	3,302	3,550	3,882	9%	1%
	52600	Unemployment Insurance	238	241	56	-77%	0%
	52700	Workers Compensation	7,044	7,050	5,998	-15%	1%
	53170	Fire Protection	-	-	1,000	N/A	0%
	53210	Uniform Rental	1,424	3,100	3,281	6%	0%
	53320	Grounds Maintenance	6,770	11,800	8,000	-32%	1%
	53400	Equipment Maintenance	37,774	44,000	40,000	-9%	6%
	53410	Building / Site Maintenance	30,475	50,000	55,000	10%	8%
	53800	Permits	4,935	5,057	5,158	2%	1%
	55100	Electricity	10,911	11,000	11,000	0%	2%
	55130	Water / Sewer	1,177	1,300	1,350	4%	0%
	55220	Radio Communications	975	1,500	400	-73%	0%
	55300	Insurance/Bonding	7,752	8,388	8,844	5%	1%
	55510	Travel and Training	50	350	1,350	286%	0%
	56100	Office Supplies	345	400	750	88%	0%
	56140	Other Operating Supplies	1,499	2,500	2,700	8%	0%
	56200	Vehicle / Equipment Fuel	26,577	36,918	30,699	-17%	5%
	56220	Vehicle / Equipment Tires	60,801	62,000	62,000	0%	9%
	56300	Safety Apparel & Equipment	1,534	1,500	2,500	67%	0%
		Total Expenses	\$ 577,689	\$ 642,201	\$ 656,809	2%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
Exempt Positions							
		Transfer Station Manager	0	0.14	0.00		
		Transfer Station Superintendent	0.07	0.00	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	3		
		Total	6.07	6.14	7.00		

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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Municipal	12,129	12,516	12,725	12,109	14,142
Commercial	10,545	9,244	9,092	8,196	8,021
Total	22,674	21,760	21,817	20,305	22,163

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
363	Franklin Transfer Station						
	51100	Salaries Exempt	\$ 32,313	\$ 37,728	\$ 28,844	-24%	10%
	51110	Salaries Non-Exempt	104,257	114,071	114,071	0%	41%
	51200	Overtime	428	575	1,500	161%	1%
	52100	Social Security/Medicare Tax	10,309	11,657	11,048	-5%	4%
	52200	VRS Retirement	1,074	1,288	1,739	35%	1%
	52300	Health Insurance	29,866	29,480	22,830	-23%	8%
	52400	VRS Life Insurance	1,750	1,989	1,915	-4%	1%
	52600	Unemployment Insurance	140	143	28	-80%	0%
	52700	Workers Compensation	3,600	3,569	2,752	-23%	1%
	53170	Fire Protection	-	-	500	N/A	0%
	53210	Uniform Rental	953	1,950	1,531	-21%	1%
	53320	Grounds Maintenance	2,975	4,550	4,550	0%	2%
	53400	Equipment Maintenance	7,685	14,000	14,000	0%	5%
	53410	Building / Site Maintenance	22,598	33,300	30,000	-10%	11%
	53800	Permits	4,935	5,057	5,158	2%	2%
	55100	Electricity	2,363	2,200	2,200	0%	1%
	55220	Radio Communications	255	900	200	-78%	0%
	55300	Insurance/Bonding	5,004	5,220	5,412	4%	2%
	55510	Travel and Training	923	975	1,000	3%	0%
	56100	Office Supplies	339	350	350	0%	0%
	56140	Other Operating Supplies	542	600	600	0%	0%
	56200	Vehicle / Equipment Fuel	8,471	11,951	10,738	-10%	4%
	56220	Vehicle / Equipment Tires	10,798	14,000	14,000	0%	5%
	56300	Safety Apparel & Equipment	616	900	900	0%	0%
		Total Expenses	\$ 252,192	\$ 296,453	\$ 275,866	-7%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Transfer Station Manager	0	0.14	0.00		
		Transfer Station Superintendent	0.07	0.00	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	2	2	2		
		Total	3.57	3.64	3.50		



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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Municipal	15,796	16,198	15,058	16,133	16,687
Commercial	6,434	7,732	5,189	3,567	2,369
Total	23,424	22,230	23,930	20,247	19,056

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
364		Isle of Wight Transfer Station					
	51100	Salaries Exempt	\$ 33,060	\$ 37,728	\$ 28,844	-24%	10%
	51110	Salaries Non-Exempt	119,687	130,409	130,409	0%	44%
	51200	Overtime	872	500	500	0%	0%
	52100	Social Security/Medicare Tax	10,892	12,900	12,221	-5%	4%
	52200	VRS Retirement	684	837	-	-100%	0%
	52300	Health Insurance	43,748	42,878	35,946	-16%	12%
	52400	VRS Life Insurance	1,952	2,203	2,134	-3%	1%
	52600	Unemployment Insurance	140	143	28	-80%	0%
	52700	Workers Compensation	4,044	3,949	3,045	-23%	1%
	53170	Fire Protection	-	-	500	N/A	0%
	53210	Uniform Rental	696	1,480	1,500	1%	1%
	53320	Grounds Maintenance	2,975	4,550	4,550	0%	2%
	53400	Equipment Maintenance	14,776	17,000	17,000	0%	6%
	53410	Building / Site Maintenance	17,772	27,250	30,000	10%	10%
	53800	Permits	4,935	5,057	5,158	2%	2%
	55100	Electricity	1,991	2,200	2,200	0%	1%
	55220	Radio Communications	805	1,000	200	-80%	0%
	55300	Insurance/Bonding	3,264	3,552	3,564	0%	1%
	55510	Travel and Training	154	120	1,000	733%	0%
	56100	Office Supplies	281	270	250	-7%	0%
	56140	Other Operating Supplies	435	470	500	6%	0%
	56200	Vehicle / Equipment Fuel	4,974	6,706	5,942	-11%	2%
	56220	Vehicle / Equipment Tires	11,732	14,000	10,000	-29%	3%
	56300	Safety Apparel & Equipment	849	990	900	-9%	0%
		Total Expenses	\$ 280,718	\$ 316,192	\$ 296,391	-6%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
Exempt Positions							
		Transfer Station Manager	0	0.14	0.00		
		Transfer Station Superintendent	0.07	0.00	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	3.64	3.50		



Ivor Transfer Station

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 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
365		Ivor Convenience Center					
	53320	Grounds Maintenance	\$ 3,325	\$ 6,967	\$ 7,000	0%	34%
	53400	Equipment Maintenance	38	1,500	1,000	-33%	5%
	53410	Building / Site Maintenance	2,434	6,900	6,000	-13%	29%
	53800	Permits	4,935	5,057	5,057	0%	24%
	55100	Electricity	1,214	1,300	1,300	0%	6%
	55300	Insurance/Bonding	84	84	72	-14%	0%
	56140	Other Operating Supplies	120	230	250	9%	1%
		Total Expenses	\$ 12,150	\$ 22,038	\$ 20,679	-6%	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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Municipal	100,849	101,492	97,189	94,897	101,233
Navy	1,884	1,712	1,856	1,765	1,520
Commercial	74,233	59,822	64,586	51,034	39,769
Total	169,468	176,966	163,026	163,631	142,522

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
366	Landstown Transfer Station						
	51100	Salaries Exempt	\$ 75,325	\$ 82,608	\$ 73,090	-12%	7%
	51110	Salaries Non-Exempt	289,717	325,711	332,912	2%	30%
	51200	Overtime	20,755	16,000	16,500	3%	2%
	52100	Social Security/Medicare Tax	26,914	32,460	32,321	0%	3%
	52200	VRS Retirement	2,525	2,911	3,359	15%	0%
	52300	Health Insurance	125,220	129,573	125,748	-3%	12%
	52400	VRS Life Insurance	4,768	5,349	5,440	2%	0%
	52600	Unemployment Insurance	429	359	72	-80%	0%
	52700	Workers Compensation	10,332	9,937	8,052	-19%	1%
	53170	Fire Protection	-	-	1,000	N/A	0%
	53210	Uniform Rental	1,995	4,100	4,567	11%	0%
	53320	Grounds Maintenance	23,875	35,450	30,000	-15%	3%
	53400	Equipment Maintenance	51,746	61,500	60,000	-2%	5%
	53410	Building / Site Maintenance	91,238	108,000	95,000	-12%	9%
	53800	Permits	4,935	5,057	5,158	2%	0%
	55100	Electricity	41,199	43,000	43,000	0%	4%
	55130	Water / Sewer	9,325	15,000	5,000	-67%	0%
	55220	Radio Communications	1,868	2,000	400	-80%	0%
	55300	Insurance/Bonding	14,892	16,068	16,140	0%	1%
	55510	Travel and Training	329	450	1,075	139%	0%
	56100	Office Supplies	230	450	450	0%	0%
	56140	Other Operating Supplies	1,108	1,900	1,900	0%	0%
	56200	Vehicle / Equipment Fuel	35,511	41,902	49,140	17%	4%
	56220	Vehicle / Equipment Tires	177,146	180,000	180,000	0%	16%
	56300	Safety Apparel & Equipment	1,627	2,900	2,900	0%	0%
		Total Expenses	\$ 1,013,008	\$ 1,122,685	\$ 1,093,224	-3%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Transfer Station Manager	0	0.15	0.00		
		Transfer Station Superintendent	0.08	0.00	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	3	3	3		
		Heavy Equipment Operator	3	4	4		
		Transfer Station Field Specialist	0.00	0.00	0.00		
		Solid Waste Assistant	2	1	1		
		Total	9.08	9.15	9.00		



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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Municipal	72,430	77,930	73,836	71,698	95,945
Navy	13,792	14,479	14,836	15,226	13,774
Commercial	131,985	103,566	107,667	75,774	46,014
Total	218,208	195,975	196,339	162,698	155,733

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
367	Norfolk Transfer Station						
	51100	Salaries Exempt	\$ 67,761	\$ 74,878	\$ 65,360	-13%	7%
	51110	Salaries Non-Exempt	220,142	240,730	240,730	0%	26%
	51200	Overtime	23,180	28,000	22,000	-21%	2%
	52100	Social Security/Medicare Tax	23,241	26,286	25,099	-5%	3%
	52200	VRS Retirement	1,593	1,780	858	-52%	0%
	52300	Health Insurance	67,418	66,999	64,440	-4%	7%
	52400	VRS Life Insurance	3,706	4,134	4,102	-1%	0%
	52600	Unemployment Insurance	277	280	56	-80%	0%
	52700	Workers Compensation	8,448	8,047	6,253	-22%	1%
	53170	Fire Protection	-	-	1,000	N/A	0%
	53210	Uniform Rental	1,821	4,100	4,100	0%	0%
	53320	Grounds Maintenance	10,345	15,000	15,000	0%	2%
	53400	Equipment Maintenance	50,537	71,750	68,000	-5%	7%
	53410	Building / Site Maintenance	67,704	75,725	81,000	7%	9%
	53800	Permits	4,935	5,057	5,158	2%	1%
	55100	Electricity	23,371	28,000	23,000	-18%	3%
	55130	Water / Sewer	5,185	6,000	8,000	33%	1%
	55220	Radio Communications	621	1,000	400	-60%	0%
	55300	Insurance/Bonding	15,144	16,596	16,656	0%	2%
	55510	Travel and Training	225	300	925	208%	0%
	56100	Office Supplies	747	900	900	0%	0%
	56140	Other Operating Supplies	597	2,300	2,200	-4%	0%
	56200	Vehicle / Equipment Fuel	36,661	47,105	50,702	8%	6%
	56220	Vehicle / Equipment Tires	196,829	205,000	205,000	0%	22%
	56300	Safety Apparel & Equipment	952	2,500	1,400	-44%	0%
	56410	Small Equipment	-	-	3,000	N/A	0%
		Total Expenses	\$ 831,440.55	\$ 932,467	\$ 915,339	-2%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Transfer Station Manager	0	0.15	0.00		
		Transfer Station Superintendent	0.08	0.00	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	2	2	2		
		Heavy Equipment Operator	3	3	3		
		Solid Waste Assistant	<u>1</u>	<u>1</u>	<u>1</u>		
		Total	7.08	7.15	7.00		



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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Municipal	26,178	26,211	26,897	27,539	29,969
Navy	2,372	2,359	2,291	2,577	3,908
Commercial	55,411	46,166	47,109	39,921	39,773
Total	83,961	74,736	76,297	70,037	73,650

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
368	Oceana	Transfer Station					
	51100	Salaries Exempt	\$ 66,882	\$ 66,571	\$ 57,688	-13%	11%
	51110	Salaries Non-Exempt	149,721	167,323	174,772	4%	32%
	51200	Overtime	2,262	1,500	1,500	0%	0%
	52100	Social Security/Medicare Tax	15,691	18,008	17,898	-1%	3%
	52200	VRS Retirement	1,180	1,341	842	-37%	0%
	52300	Health Insurance	59,772	59,261	56,916	-4%	10%
	52400	VRS Life Insurance	2,792	3,064	3,115	2%	1%
	52600	Unemployment Insurance	199	201	40	-80%	0%
	52700	Workers Compensation	5,736	5,513	4,459	-19%	1%
	53170	Fire Protection	-	-	500	N/A	0%
	53210	Uniform Rental	1,057	3,660	3,200	-13%	1%
	53320	Grounds Maintenance	8,385	13,740	13,740	0%	3%
	53400	Equipment Maintenance	32,357	49,000	45,000	-8%	8%
	53410	Building / Site Maintenance	63,173	57,676	57,676	0%	11%
	53800	Permits	4,935	5,057	5,158	2%	1%
	55100	Electricity	2,258	3,000	3,000	0%	1%
	55130	Water / Sewer	5,895	8,900	5,000	-44%	1%
	55220	Radio Communications	-	1,000	200	-80%	0%
	55300	Insurance/Bonding	5,024	5,348	5,396	1%	1%
	55510	Travel and Training	225	300	1,000	233%	0%
	56100	Office Supplies	105	350	1,000	186%	0%
	56140	Other Operating Supplies	581	1,200	1,100	-8%	0%
	56200	Vehicle / Equipment Fuel	15,017	20,190	20,210	0%	4%
	56220	Vehicle / Equipment Tires	62,018	66,000	66,000	0%	12%
	56300	Safety Apparel & Equipment	129	1,400	1,000	-29%	0%
		Total Expenses	\$ 505,394	\$ 559,603	\$ 546,410	-2.4%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Transfer Station Manager	0	0.14	0.00		
		Transfer Station Superintendent	0.07	0.00	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	5.14	5.00		



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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Municipal	44,568	47,870	51,909	51,770	53,743
Navy	6	38	422	256	88
Commercial	20,500	17,192	18,276	14,741	10,254
Total	65,075	65,100	70,607	66,767	64,085

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
369	Suffolk Transfer Station						
	51100	Salaries Exempt	\$ 78,915	\$ 83,546	\$ 57,688	-31%	12%
	51110	Salaries Non-Exempt	152,333	165,928	165,928	0%	34%
	51200	Overtime	3,442	2,700	2,700	0%	1%
	52100	Social Security/Medicare Tax	16,930	19,291	17,313	-10%	4%
	52200	VRS Retirement	1,153	1,467	842	-43%	0%
	52300	Health Insurance	59,157	56,891	58,704	3%	12%
	52400	VRS Life Insurance	2,978	3,268	2,996	-8%	1%
	52600	Unemployment Insurance	199	201	40	-80%	0%
	52700	Workers Compensation	6,372	5,906	4,313	-27%	1%
	53210	Uniform Rental	1,159	2,625	2,625	0%	1%
	53400	Equipment Maintenance	23,673	42,000	40,000	-5%	8%
	53410	Building / Site Maintenance	24,206	22,878	57,873	153%	12%
	53800	Permits	4,935	5,057	5,158	2%	1%
	55100	Electricity	18,915	20,000	18,900	-6%	4%
	55220	Radio Communications	-	1,000	200	-80%	0%
	55300	Insurance/Bonding	8,904	9,588	9,840	3%	2%
	55510	Travel and Training	50	300	300	0%	0%
	56100	Office Supplies	88	250	250	0%	0%
	56140	Other Operating Supplies	1,097	2,800	2,788	0%	1%
	56200	Vehicle / Equipment Fuel	12,910	17,080	17,500	2%	4%
	56220	Vehicle / Equipment Tires	17,005	22,000	22,000	0%	4%
	56300	Safety Apparel & Equipment	985	1,100	1,100	0%	0%
		Total Expenses	\$ 435,404	\$ 485,876	\$ 489,058	1%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Exempt Positions						
		Transfer Station Manager	0	0.14	0.00		
		Transfer Station Superintendent	0.07	0.00	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	1	2	2		
		Solid Waste Assistant	2	1	1		
		Total	5.07	5.14	5.00		



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.

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 2015	FY 2016	FY 2017	FY 2018	FY 2019
Chesapeake Transfer Station	42,521	44,671	48,345	46,714	51,997
Franklin Transfer Station	11,814	10,646	10,998	10,749	9,620
Isle of Wight Transfer Station	14,869	15,610	16,246	13,641	12,671
Landstown Transfer Station	58,688	57,411	64,439	61,657	66,269
Norfolk Transfer Station	66,347	67,039	67,816	60,611	61,907
Oceana Transfer Station	13,351	11,737	11,726	12,224	15,073
<u>Suffolk Scalehouse</u>					
Suffolk Transfer Station	42,277	45,588	50,290	47,539	42,816
Suffolk Regional Landfill	30,211	31,513	24,116	23,900	22,864
Tire Shredder	2,032	2,170	2,313	2,984	3,547
BiMetals	1,597	0	0	0	0
Refuse Derived Fuel (RDF) Plant	59,343	55,363	52,014	27,508	0
TOTALS	343,050	341,748	348,303	307,527	286,764

Cost Center	Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
370	Scalehouse Operations						
	51110	Salaries Non-Exempt	\$ 386,906	\$ 422,433	\$ 410,965	-3%	70%
	51200	Overtime	30,059	20,000	20,000	0%	3%
	52100	Social Security/Medicare Tax	29,595	33,846	32,969	-3%	6%
	52200	VRS Retirement	1,605	1,674	626	-63%	0%
	52300	Health Insurance	114,704	117,894	115,620	-2%	20%
	52400	VRS Life Insurance	4,056	4,229	4,326	2%	1%
	52600	Unemployment Insurance	631	549	112	-80%	0%
	52700	Workers Compensation	240	279	235	-16%	0%
	53210	Uniform Rental	569	576	516	-10%	0%
	53410	Building / Site Maintenance	7,619	5,000	-	-100%	0%
	55300	Insurance/Bonding	4,692	4,884	5,436	11%	1%
	55510	Travel and Training	29	250	250	0%	0%
	56100	Office Supplies	1,318	4,000	-	-100%	0%
	56140	Other Operating Supplies	1,743	5,000	-	-100%	0%
		Total Expenses	\$ 583,767	\$ 620,614	\$ 591,055	-5%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2019	FY 2020	FY 2021		
	Non-Exempt Positions						
		Lead Scale Attendant	2	2	2		
		Scale Attendant	7	8	8		
		Scale Attendant Part time	2.25	3	3		
		Total	11.25	13	13		

Other Expenses

Object	Line Item Description	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% Change	% Total
Contracted Waste Disposal						
59125	Waste Disposal & Services Agreement	12,758,836	12,866,035	13,197,393	3%	67%
59120	Waste Hauling & Disposal Agreement	6,789,476	6,429,162	6,623,536	3%	33%
	Total Contracted Waste Disposal	\$ 19,548,312	\$ 19,295,197	\$ 19,820,929	3%	100%
Capital Improvement / Equipment Replacement						
59000	Capital Expenses / Equipment Replacement	\$ 5,157,562	\$ 3,500,000	\$ 3,500,000	0%	100%
Deposit to Reserves and Trust Funds						
59200	Reserves for Landfill Closure/Expansion	\$ 3,405,939	\$ 4,338,750	\$ 4,338,750	0%	99.9%
59220	Suffolk Environmental Trust Fund	5,000	5,000	5,000	0%	0.1%
	Total Reserves and Trust Fund Deposits	\$ 3,410,939	\$ 4,343,750	\$ 4,343,750	0%	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 June 24, 2020

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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.

- Our Mission: To provide an efficient and responsible waste management system for our member communities.
- Our Purpose: Management of safe and environmentally sound disposal of regional waste.
- Our Vision: To be the gold standard leader in innovative waste management and landfill operations.
- Our Values: Community Stewardship, Convenience, Dependability, Environmental Stewardship, Fiscal Responsibility, Pride.
- 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 284 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 four 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 three facilities, one at the Chesapeake Transfer Station, one at the Franklin Transfer Station and one at the Norfolk Transfer Station, are open based upon a monthly recurring schedule at Chesapeake, a weekly recurring schedule at Norfolk 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. Residents may use the station only on Mondays and Saturdays during regular business hours and from Noon to 4:00 p.m. on Saturday and Sunday, and the City of Chesapeake pays the cost to operate the facility during these hours. 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.

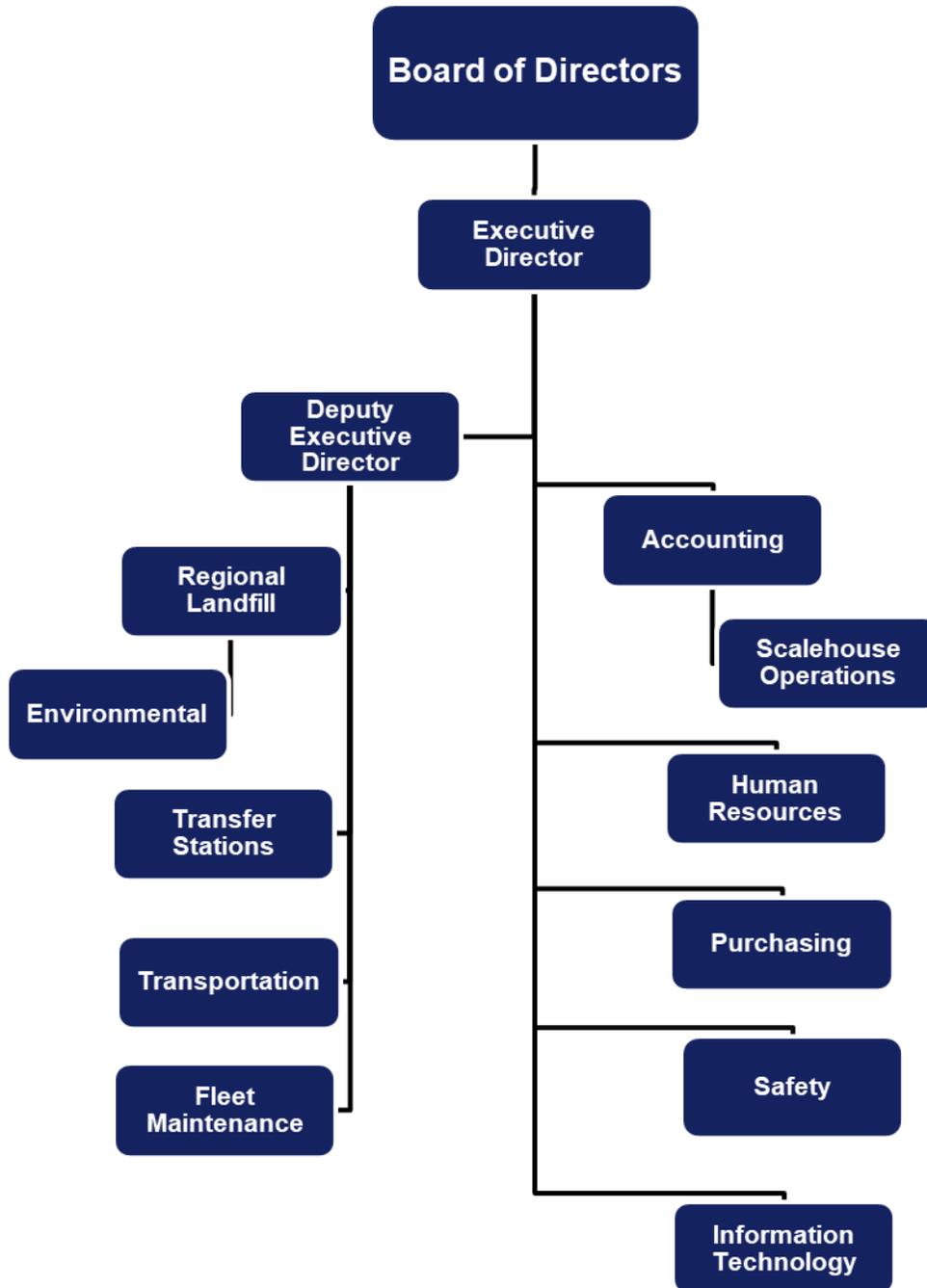
- b. Scalehouse Operations: SPSA's scalehouse operation is responsible for ensuring the accurate measurement of (i) solid waste flowing through SPSA's transfer stations to the Regional Landfill and the WTE Facilities in Portsmouth (part of the current Designated Disposal Mechanism) and (ii) the revenue 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
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
Election Day*	Tuesday following first Monday in November
Veteran’s Day*	November 11th
Thanksgiving Day	Fourth Thursday in November
FRI following Thanksgiving Day*	Fourth Friday in November
Christmas Day	December 25th

SPSA follows the Commonwealth of Virginia’s holiday schedule. 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 and Chesapeake Transfer Station, which permits free disposal to Norfolk and Chesapeake residents, respectively, 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 cost sharing 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 2020 report and various assumptions, including annual Solid Waste disposal of approximately 300,196 tons per year, Cells 5 & 6 are currently projected to reach capacity in October 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	8.6M CY	16.2M CY	21.3M CY
	3.3M Tons	7.7M Tons	14.1M Tons	19.2M Tons
200,000	2035	2073	2144	2240
300,000	2030	2055	2103	2167
400,000	2027	2046	2082	2130
500,000	2026	2041	2069	2108
600,000	2025	2037	2061	2093
700,000	2024	2035	2055	2082
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 5, 2019				
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.

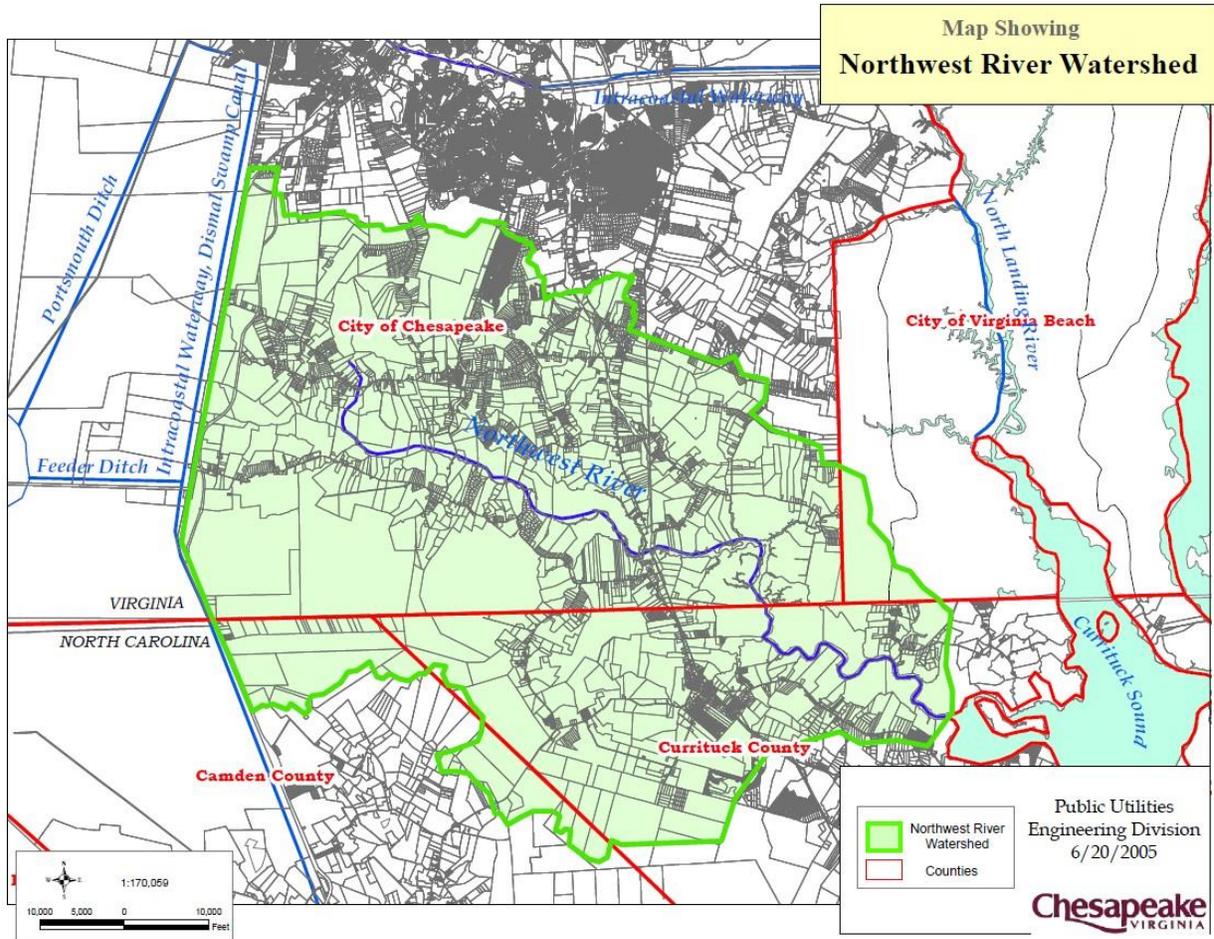
Strategic Operating Plan/SOP – This plan adopted by the Board of Directors of the Authority, which sets forth certain operational, maintenance, administrative and other responsibilities of the Authority with respect to the Disposal System and the performance of related services by the Authority, as the 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



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Capital Improvement / Equipment Replacement

IN THIS SECTION:

- Multi Year Capital Improvement and Equipment Replacement Plan
- Projected Landfill Expansion Costs

Capital Improvement / Equipment Replacement

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

Description	FY 2020 Budget	FY 2020 Revised	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Regional Landfill							
Cell 8/9 Permitting		\$ 1,032,945					
Asphalt Parking Lot Overlay	\$ 1,000,000	629,719					
Leachate Pond Cleaning	75,000	103,000					
Dump Truck	500,000	-		545,000			\$ 574,000
Tractor w/ Side Boom			160,000				
Pump			35,000				
Hydro Seeder	66,636	65,870					
Pickup Truck				\$ 30,360	\$ 34,500	\$ 35,000	1
Dozer		899,000	545,000		\$ 572,000		
Water Truck			159,680				
Equipment Wash				300,000			
Landfill Maintenance Shop Floor Resurf					51,800		
Landfill Shop Expansion & Equip Storage Bldg					253,000		
Compactor						974,000	
Generator							55,000
Mower							17,100
Backhoe							115,000
Total for Regional Landfill	\$ 1,641,636	\$ 2,730,534	\$ 899,680	\$ 875,360	\$ 911,300	\$ 1,009,000	\$ 761,100
Safety							
SUV	30,000	22,482					
Total for Safety	\$ 30,000	\$ 22,482	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet Maintenance							
Coalescer			85,000				
Pickup Truck					35,000		
SUV		22,482					
Field Service Truck	160,000	128,182					
Fuel/Lube Service Truck					165,000		
Total for Fleet Maintenance	\$ 160,000	\$ 150,664	\$ 85,000	\$ -	\$ 200,000	\$ -	\$ -
Transportation							
Road Tractors	1,000,000	1,184,464	600,000	4 606,000	4 1,377,000	17T 1,316,000	14W 1,078,000
MSW Trailers (Tipper or Walking Floor)				553,000	7T	290,000	
Asphalt Improvements							
SUV	30,000	22,482					
Building Renovations		29,832					
Sludge Trailers					195,000	3	
Rolloff Truck					375,000	2	
Rolloff Containers							100,000
Yard Dog					155,888		
Total for Transportation	\$ 1,030,000	\$ 1,236,778	\$ 600,000	\$ 1,159,000	\$ 2,102,888	\$ 1,606,000	\$ 1,178,000
Chesapeake Transfer Station							
Yard Dog			130,000				
Inbound/Outbound Scales					130,000		
Roof Replacement		72,283					
Total for Chesapeake Transfer Station	\$ -	\$ 72,283	\$ 130,000	\$ -	\$ 130,000	\$ -	\$ -
Franklin Transfer Station							
Yard Dog			130,000				
Bobcat Skidsteer					30,000		
Total for Franklin Transfer Station	\$ -	\$ -	\$ 130,000	\$ -	\$ 30,000	\$ -	\$ -
Household Hazardous Waste (HHW)							
HHW Relocation		65,928					
Gator		14,792					
Loader						115,000	
Pick Up Truck 4x4				30,360			
Total for HHW	\$ -	\$ 80,720	\$ -	\$ 30,360	\$ -	\$ 115,000	\$ -
Isle of Wight Transfer Station							
Above Ground Scale				125,000			
Yard Dog			130,000				
Total for Isle of Wight Transfer Station	\$ -	\$ -	\$ 130,000	\$ 125,000	\$ -	\$ -	\$ -
Ivor							
Compactor & Compactor Box (Qty 2)	75,000	59,830					
Total for Ivor	\$ 75,000	\$ 59,830	\$ -	\$ -	\$ -	\$ -	\$ -
Landstown Transfer Station							
Wheeled Loader			519,400				602,500
Bobcat Skidsteer					30,000		
Tunnel - Blast & Paint						135,460	
Tip Floor Replacement							544,000
Wheeled Excavator							380,000
Total for Landstown Transfer Station	\$ -	\$ -	\$ 519,400	\$ -	\$ 30,000	\$ 135,460	\$ 1,526,500

Description	FY 2020 Budget	FY 2020 Revised	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Norfolk Transfer Station							
Wheeled Excavator				351,500			
Wheeled Loader				545,000		618,000	
Total for Norfolk Transfer Station	\$ -	\$ -	\$ -	\$ 896,500	\$ -	\$ 618,000	\$ -
Oceana Transfer Station							
Wheeled Loader				400,000			
Bobcat Skidsteer					30,000		
Yard Dog			130,000				
Total for Oceana Transfer Station	\$ -	\$ -	\$ 130,000	\$ 400,000	\$ 30,000	\$ -	\$ -
Suffolk Transfer Station							
Inbound Scale (2)	225,000	160,188					
Yard Dog			130,000				
Total for Suffolk Transfer Station	\$ 225,000	\$ 160,188	\$ 130,000	\$ -	\$ -	\$ -	\$ -
Tire Shredder Operations							
Portable Tire Shredder		165,000					
Tire Cutter			18,880				
Tire Shredder			625,000				
Total for Tire Shredder	\$ -	\$ 165,000	\$ 643,880	\$ -	\$ -	\$ -	\$ -
Regional Office Building							
Sealcoat & Repaint Parking Lot	50,000	24,650					
Facility Assessment		38,500					
IT - Executime Software Upgrade		40,439					
Upgrade Lighting to LED			100,000				
Total for Regional Office Building	\$ 50,000	\$ 103,589	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Undesignated Project Funds	288,364	91,088	2,040	13,780	65,812	16,540	34,400
GRAND TOTAL	\$ 3,500,000	\$ 4,873,157	\$ 3,500,000				
Equipment Total	\$2,086,636	\$2,729,981	\$3,397,960	\$3,486,220	\$3,129,388	\$3,058,000	\$2,921,600
Property Total	1,125,000	825,701	100,000	-	304,800	425,460	544,000
Undesignated	288,364	91,088	2,040	13,780	65,812	16,540	34,400
Grand Total	3,500,000	3,646,770	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Landfill / Tire Shredder	\$ 1,641,636	\$ 2,895,534	\$ 1,543,560	\$ 875,360	\$ 911,300	\$ 1,009,000	\$ 761,100
Transfer Stations	300,000	292,301	1,169,400	1,421,500	220,000	753,460	1,526,500
Transportation	1,030,000	1,236,778	600,000	1,159,000	2,102,888	1,606,000	1,178,000
Fleet Maint	160,000	150,664	85,000	-	200,000	-	-
Admin/ROB	80,000	126,072	100,000	-	-	-	-
HHW	-	80,720	-	30,360	-	115,000	-
Undesignated	288,364	91,088	2,040	13,780	65,812	16,540	34,400
	\$ 3,500,000	\$ 4,873,157	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000

PROJECTED LANDFILL EXPANSION COSTS

	Projected Cost (2018 Dollars)	Annual Inflation	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Cell 7 Construction ~ Phase 1												
Construction Cost Estimate	\$29,650		\$25,696	3954								\$29,650
DEQ Special Exception Permit	\$10,000	3%					\$11,593					\$11,593
Environmental Compliance	\$66,755	3%					\$65,795					\$65,795
Monitoring Well Installation	\$38,280	3%					\$44,377					\$44,377
Abandon Monitoring Wells	\$3,895	3%					\$4,515					\$4,515
Sampling, Level Monitoring, Lab Analysis	\$11,760	3%					\$14,463					\$14,463
Revise CAP & CAMP	\$5,000	3%					\$6,149					\$6,149
Construction Drawings	\$250,000	3%					\$307,468					\$307,468
Suffolk Site Plan Application	\$30,000	3%					\$36,896					\$36,896
Bidding	\$20,000	3%					\$25,335					\$25,335
Cell 7 Phase 1 Construction	\$22,595,902	3%					\$20,036,669		\$25,335			\$20,036,669
Total	\$23,021,592		\$25,696	\$3,954	\$0	\$0	\$126,280	\$0	\$364,977	\$20,062,004	\$8,587,144	\$29,170,055
Cell 8/9 Borrow Area Permitting												
Initial Wetland Permitting / Hydrogeologic Investigation	\$38,680		\$38,680									\$38,680
Clearing for GW Wells	\$8,300			\$8,300								\$8,300
Landfill Permit Part A Application	\$398,910		\$39,712	\$359,198								\$398,910
Wetland Delineation and EIS Notice of Intent	\$99,140		\$70,597	\$28,543								\$99,140
Strategic Communications	\$144,837			\$144,837								\$144,837
Application Fee	\$4,180				\$4,180							\$4,180
Environmental Impact Statement	\$500,000			\$488,111								\$488,111
EIS Alternatives	\$30,000			\$30,000								\$30,000
Mitigation (2:1 at \$20,000 each)	\$5,160,000							\$5,160,000				\$5,160,000
Landfill Permit Part B Application	\$242,100	3%					\$280,660					\$280,660
Application Fee	\$18,680	3%					\$21,655					\$21,655
Special Exception Dewatering Permit Application	\$114,158	3%					\$132,340					\$132,340
SE Permit Fee	\$6,000	3%					\$6,956					\$6,956
Permit Application	\$31,283	3%					\$36,266					\$36,266
Aquifer Pump Test Plan, Performance & Reporting	\$76,875	3%					\$89,119					\$89,119
Modeling	\$10,000	3%					\$11,593					\$11,593
Suffolk Erosion & Sediment Control Permit	\$25,000	3%					\$29,851					\$29,851
Total	\$6,908,143		\$148,989	\$1,058,989	\$4,180	\$0	\$578,589	\$5,189,851	\$0	\$0	\$0	\$6,980,599
Alternate Access to Landfill	\$5,000,000				\$5,000,000							\$5,000,000
TOTAL	\$34,929,735		\$174,685	\$1,062,943	\$5,004,180	\$0	\$704,869	\$5,189,851	\$364,977	\$20,062,004	\$8,587,144	\$41,150,654
Existing Task Orders												

Projected Landfill Expansion Costs Draw Schedule

PROJECTED DRAW SCHEDULE						
FY	Tons	Per Ton	Contributions	Withdrawals	Cell V/VI Closure	Cumulative
					\$16,852,408	\$16,852,408
2019	416,000	\$16.66	\$6,929,892	-\$174,685	\$0	\$23,607,615
2020	445,000	\$9.75	\$4,338,750	-\$1,062,943		\$26,883,422
2021	445,000	\$9.75	\$4,338,750	-\$5,004,180		\$26,217,992
2022	445,000	\$9.75	\$4,338,750	\$0		\$30,556,742
2023	445,000	\$9.75	\$4,338,750	-\$704,869		\$34,190,623
2024	445,000	\$9.75	\$4,338,750	-\$5,189,851		\$33,339,522
2025	445,000	\$9.75	\$4,338,750	-\$364,977		\$37,313,295
2026	445,000	\$9.75	\$4,338,750	-\$20,062,004		\$21,590,040
2027	445,000	\$9.75	\$4,338,750	-\$8,587,144		\$17,341,647
2028	445,000	\$9.75	\$4,338,750			\$21,680,397
2029	445,000	\$9.75	\$4,338,750			\$26,019,147
2030	445,000	\$9.75	\$4,338,750		-\$24,027,504	\$6,330,392
2031	445,000	\$7.50	\$3,337,500			\$9,667,892
2032	445,000	\$7.50	\$3,337,500			\$13,005,392
2033	445,000	\$7.50	\$3,337,500			\$16,342,892
2034	445,000	\$7.50	\$3,337,500			\$19,680,392
2035	445,000	\$7.50	\$3,337,500			\$23,017,892
2036	445,000	\$7.50	\$3,337,500			\$26,355,392
2037	445,000	\$7.50	\$3,337,500	-\$24,634,031		\$5,058,861
2038	445,000	\$5.00	\$2,225,000			\$7,283,861
2039	445,000	\$5.00	\$2,225,000			\$9,508,861
2040	445,000	\$5.00	\$2,225,000			\$11,733,861
2041	445,000	\$3.00	\$1,335,000			\$13,068,861
2042	445,000	\$3.00	\$1,335,000			\$14,403,861
2043	445,000	\$3.00	\$1,335,000			\$15,738,861
2044	445,000	\$3.00	\$1,335,000			\$17,073,861
2045	445,000	\$3.00	\$1,335,000			\$18,408,861
2046	445,000	\$3.00	\$1,335,000			\$19,743,861
2047	445,000	\$3.00	\$1,335,000			\$21,078,861
**FY 2030 Represents Projected Funds to Close Cells V & VI						
**FY 2030 Represents Projected Funds to Construct Cell VII - Phase 2						

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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 2021-2027.

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 2022.

Expenses

Operating expenses are projected assuming a 2.5% annual increase of total expenses by cost centers.

Southeastern Public Service Authority (SPSA)							
Projected Future Tipping Fee							
	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Projected Per Ton Municipal Tipping Fee	\$57.00	\$59.59	\$61.19	\$62.76	\$64.40	\$66.11	\$67.90
Projected Municipal Waste Stream (Tonnages)							
City of Chesapeake	107,000	107,000	107,000	107,000	107,000	107,000	107,000
City of Franklin	3,000	3,000	3,000	3,000	3,000	3,000	3,000
County of Isle of Wight	17,200	17,200	17,200	17,200	17,200	17,200	17,200
City of Norfolk	88,000	88,000	88,000	88,000	88,000	88,000	88,000
City of Portsmouth	40,500	40,500	40,500	40,500	40,500	40,500	40,500
Southampton County	10,800	10,800	10,800	10,800	10,800	10,800	10,800
City of Suffolk	38,900	38,900	38,900	38,900	38,900	38,900	38,900
City of Virginia Beach	139,600	139,600	139,600	139,600	139,600	139,600	139,600
Total Projected Municipal Wastestream	445,000						
Revenues							
Municipal Tipping Fees	\$ 25,365,000	\$ 26,519,577	\$ 27,228,269	\$ 27,928,381	\$ 28,658,841	\$ 29,420,619	\$ 30,214,715
City of Chesapeake	6,099,000	6,376,617	6,547,022	6,715,364	6,891,002	7,074,171	7,265,111
City of Franklin	171,000	178,784	183,561	188,281	193,206	198,341	203,695
County of Isle of Wight	980,400	1,025,026	1,052,418	1,079,479	1,107,713	1,137,157	1,167,850
City of Norfolk	5,016,000	5,244,321	5,384,467	5,522,916	5,667,366	5,810,010	5,975,045
City of Portsmouth	2,308,500	2,413,580	2,478,078	2,541,796	2,608,277	2,677,607	2,749,879
Southampton County	615,600	643,621	660,821	677,812	695,540	714,029	733,301
City of Suffolk	2,217,300	2,318,228	2,380,179	2,441,380	2,505,234	2,571,825	2,641,241
City of Virginia Beach	7,957,200	8,319,400	8,541,722	8,761,353	8,990,504	9,229,480	9,478,594
Navy Solid Waste	1,319,115	1,358,688	1,399,449	1,441,433	1,484,676	1,529,216	1,575,092
Construction & Demolition Debris	765,000	772,650	780,377	788,180	796,062	804,023	812,063
Sludge - Norfolk Water Treatment Plant	302,500	302,500	302,500	302,500	302,500	302,500	302,500
Other Tipping Fees	4,481,440	4,181,242	4,296,698	4,399,116	4,504,094	4,611,696	4,721,988
Contract Waste	6,825,000	7,020,000	7,280,000	7,540,000	7,800,000	8,060,000	8,320,000
Non-Contract Waste	2,698,000	2,698,000	2,698,000	2,698,000	2,698,000	2,698,000	2,698,000
Tire Program	600,000	606,000	612,060	618,181	624,362	630,606	636,912
Household Hazardous Waste Charges	333,000	336,330	339,693	343,090	346,521	349,986	353,486
White Goods Program	40,000	40,400	40,804	41,212	41,624	42,040	42,461
Landfill Gas Recovery	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Miscellaneous Income	248,491	250,976	253,486	256,021	258,581	261,167	263,778
Interest Earnings	450,000	459,000	468,180	477,544	487,094	496,836	506,773
Transfer from Fund Balance for Capital/Operating	-	-	-	-	-	-	-
Total Revenues	\$ 43,687,546	\$ 44,805,364	\$ 45,959,516	\$ 47,093,656	\$ 48,262,355	\$ 49,466,689	\$ 50,707,769

Southeastern Public Service Authority (SPSA)						
Projected Future Tipping Fee						
Operating Expenses by Cost Center	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Accounting	\$ 365,806	\$ 374,951	\$ 384,325	\$ 393,933	\$ 403,781	\$ 413,876
Executive Offices	896,952	919,376	942,360	965,919	990,067	1,014,819
Human Resources	173,610	177,950	182,399	186,959	191,633	196,424
Regional Office Building	151,780	155,575	159,464	163,450	167,537	171,725
Information Technology	404,342	414,451	424,812	435,432	446,318	457,476
Environmental Management	453,492	464,829	476,450	488,361	500,570	513,085
Household Hazardous Waste Program	95,238	97,619	100,059	102,561	105,125	107,753
Operations & Administration	123,236	126,317	129,475	132,712	136,029	139,430
Safety	190,334	195,092	199,970	204,969	210,093	215,345
Regional Landfill	3,275,666	3,357,558	3,441,497	3,527,534	3,615,722	3,706,115
Tire Shredder	291,164	298,443	305,904	313,552	321,391	329,425
Fleet Maintenance	987,067	1,011,744	1,037,037	1,062,963	1,089,537	1,116,776
Fleet Maintenance - Regional Landfill	347,855	356,551	365,465	374,602	383,967	393,566
Transportation	3,357,378	3,441,312	3,527,345	3,615,529	3,705,917	3,798,565
Boykins Transfer Station	24,116	24,719	25,337	25,970	26,620	27,285
Chesapeake Transfer Station	656,809	673,229	690,060	707,311	724,994	743,119
Franklin Transfer Station	275,866	282,763	289,832	297,078	304,504	312,117
Isle of Wight Transfer Station	296,391	303,801	311,396	319,181	327,160	335,339
Ivor Transfer Station	20,679	21,196	21,726	22,269	22,826	23,396
Landtown Transfer Station	1,093,224	1,120,555	1,148,568	1,177,283	1,206,715	1,236,883
Norfolk Transfer Station	915,339	938,222	961,678	985,720	1,010,363	1,035,622
Oceana Transfer Station	546,410	560,070	574,072	588,424	603,134	618,213
Suffolk Transfer Station	489,058	501,284	513,817	526,662	539,829	553,324
Scalehouse Operations	591,055	605,831	620,977	636,502	652,414	668,724
Suffolk Environmental Trust Fund	5,000	5,000	5,000	5,000	5,000	5,000
Contracted Waste Disposal						
Service Fee to Wheelabrator	13,197,393	13,715,919	14,254,817	14,757,299	15,277,494	15,816,026
Hauling & Disposal Contract	6,623,536	6,822,257	7,026,924	7,237,732	7,454,864	7,678,510
Total Operating Expenses	\$ 35,848,796	\$ 36,966,614	\$ 38,120,766	\$ 39,254,906	\$ 40,423,605	\$ 41,627,939
Capital Improvements / Equipment Replacement	\$ 3,500,000					
Landfill Expansion / Closure	\$ 4,338,750					
Total Expenses	\$ 43,687,546	\$ 44,805,364	\$ 45,959,516	\$ 47,093,656	\$ 48,262,355	\$ 49,466,689
Net Revenues / (Expense)	\$ -					
						\$ 50,707,769

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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

Southeastern Public Service Authority (SPSA)							
Full Time Equivalent Employees by Cost Center							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	# Change	% Change
Administration							
Accounting	2.2	2.2	2.25	3.25	3	-0.25	-7.7%
Executive Offices	2.2	2.2	4.25	3.25	3	-0.25	-7.7%
Human Resources	1.2	1.2	1.75	1.75	1.6	-0.15	-8.6%
Purchasing	1.2	1.2	0	0	0	0	N/A
Information Technology	2.2	2.2	2.25	2.25	2	-0.25	-11.1%
	9.0	9.0	10.5	10.5	9.6	-0.9	-8.6%
Environmental							
Environmental Management	6	6	6	6	7	1	16.7%
Operations							
Safety	2	2	2	2	2	0	0.0%
Regional Landfill	11.5	14.5	15.5	19.5	14.5	-5	-25.6%
Tire Shredder	3	3	3	3	3	0	0.0%
Fleet Maintenance	16	16	17	13	12	-1	-7.7%
Fleet Maintenance - Regional Landfill	0	0	0	0	4	4	N/A
Transportation	40.5	35.5	31.5	31.5	31.0	-0.5	-1.6%
Chesapeake Transfer Station	6.21	6.07	6.07	6.14	7.00	0.86	14.0%
Franklin Transfer Station	3.71	3.57	3.57	3.64	3.50	-0.14	-3.8%
Isle of Wight Transfer Station	3.71	3.57	3.57	3.64	3.50	-0.14	-3.8%
Landstown Transfer Station	9.22	9.08	9.08	9.15	9.00	-0.15	-1.6%
Norfolk Transfer Station	11.22	10.08	7.08	7.15	7.00	-0.15	-2.1%
Oceana Transfer Station	5.21	5.07	5.07	5.14	5.00	-0.14	-2.7%
Suffolk Transfer Station	5.21	5.07	5.07	5.14	5.00	-0.14	-2.7%
Scalehouse Operations	11.25	11.25	11.25	13.00	13.00	0	0.0%
	128.8	124.8	119.8	122.0	119.5	-2.50	-2.0%
Total	143.75	139.75	136.25	138.50	136.10	-2.40	-1.7%

Southeastern Public Service Authority (SPSA)					
Full Time Equivalent Positions					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Accounting Manager	0	0	0	1	1
Accounting Specialist	1	1	1	1	1
Administrative Coordinator	1	1	1	1	0
Applications Administrator	0	0	0	1	1
Assistant Landfill & Environmental Manager	1	1	1	1	1
Assistant Risk & Safety Manager	1	1	1	1	1
Budget Analyst	0	0	1	0	0
Deputy Executive Director and Chief Financial Officer	1	1	0	0	0
Deputy Executive Director	0	0	1	1	1
Director of Environmental & Landfill Management	0	1	0	0	0
Environmental Specialist	2	1	1	1	1
Environmental Technician	3	3	3	3	4
Equipment Mechanic	6	6	6	7	6
Executive Director	1	1	1	1	1
Executive Administrator	0	0	0	0	1
Field Service Mechanic	1	1	0	0	0
Financial Support	0	0	1	0	0
Financial Support and Scalehouse Administrator	1	1	1	1	1
Fleet Management Coordinator	0	0	0	0	1
Fleet Manager	0	0	0	1	1
Fleet Support Specialist	1	1	1	1	1
Heavy Equipment Manager	0	0	0	1	1
Heavy Equipment Operator	21	22	23.5	26.5	25.5
Heavy Equipment Operator, Senior	14	16	16	14	15
Human Resources Generalist	1	1	1	1	1
Human Resources Assistant	0	0	0.5	0.5	0.6
Information Technology Manager	1	1	1	0	0
Information Technology Support Specialist	1	1	1	0	0
Landfill & Environmental Compliance Specialist	0	1	1	1	1
Landfill & Environmental Manager	1	1	1	1	1
Landfill & Environmental Support Specialist	0	0	0	1	1
Landfill Supervisor	1	1	1	1	1
Landfill Supervisor II	1	0	0	0	0
Lead Equipment Mechanic	2	2	3	2	2
Lead Scale Attendant	2	2	2	2	2
Lead Transfer Vehicle Operator	2	2	2	1	1
Network Administrator	0	0	0	1	1
Preventive Maintenance Mechanic	0	0	0	0	1
Purchasing Administrator	1	1	0	0	0
Procurement Specialist	0	0	0	1	0
Risk and Safety Manager	1	1	1	1	1
Scale Attendant	9.25	9.25	9.25	11	11
Solid Waste Assistant	12.5	12.5	11	9	8
Storeroom Keeper	1	1	1	1	1
Storeroom Supervisor	1	1	1	0	0
Superintendent Of Transfer Stations & Transportation	1	1	1	0	0
Tire Mechanic	1	1	1	1	0
Tire Shredder Supervisor	1	0	0	1	1
Transfer Station Field Specialist	1	0	0	0	0
Transfer Station Manager	0	0	0	1	0
Transfer Station Supervisor	6	6	6	6	6
Transfer Vehicle Operator	37	32	28	29.5	29
Transportation Operations Manager	1	1	1	1	1
Vehicle and Equipment Maintenance Superintendent	1	1	1	0	0
Vehicle and Equipment Maintenance Supervisor	1	1	1	0	0
Welder	1	1	1	1	1
Total	143.8	139.8	136.3	138.5	136.1

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	\$27,822.45	\$34,778.33	\$41,733.67
Lead Scale Attendant	Non-Exempt	2	\$27,822.45	\$34,778.33	\$41,733.67
Hourly Rate			\$13.3762	\$16.7204	\$20.0643
Storeroom Keeper	Non-Exempt	3	\$30,604.75	\$38,256.00	\$45,907.25
Hourly Rate			\$14.7138	\$18.3923	\$22.0708
Landfill & Environmental Support Specialist	Non-Exempt	4	\$33,665.20	\$42,081.76	\$50,497.98
Hourly Rate			\$16.1852	\$20.2316	\$24.2779
Accounting Specialist	Non-Exempt	5	\$35,360.00	\$44,202.16	\$53,044.32
Heavy Equipment Operator	Non-Exempt	5	\$35,360.00	\$44,202.16	\$53,044.32
			\$17.0000	\$21.2510	\$25.5021
Environmental Specialist	Exempt	6	\$39,520.00	\$49,402.41	\$59,284.82
Fleet Support Specialist	Non-Exempt	6	\$39,520.00	\$49,402.41	\$59,284.82
Heavy Equipment Operator, Senior	Non-Exempt	6	\$39,520.00	\$49,402.41	\$59,284.82
Transfer Vehicle Operator (Full Time/Part Time)	Non-Exempt	6	\$39,520.00	\$49,402.41	\$59,284.82
Hourly Rate			\$19.0000	\$23.7512	\$28.5023
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
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
Assistant Safety & Risk Assistant Manager	Exempt	8	\$53,414.40	\$66,771.38	\$80,128.10
Hourly Rate			\$25.6800	\$32.1016	\$38.5231
Executive Administrator	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
Landfill Supervisor	Exempt	9	\$57,687.55	\$73,448.39	\$86,538.37
Safety & Risk Manager	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 2015 - 2019

WASTE TYPE	CHESAPEAKE TRANSFER STATION					FRANKLIN TRANSFER STATION				
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CHESAPEAKE	78,182	80,372	78,689	76,867	86,213	0	0	0	0	0
FRANKLIN	0	0	0	0	0	2,524	2,592	2,690	2,698	2,731
ISLE OF WIGHT	0	0	0	0	0	1,634	1,736	1,602	1,427	1,210
NORFOLK	0	0	0	0	0	0	0	0	0	0
PORTSMOUTH	11	0	0	0	0	0	0	0	0	0
SOUTHAMPTON	0	0	0	0	0	7,574	7,824	8,083	8,285	9,880
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	3,591	3,867	4,759	3,744	3,829	0	0	0	0	0
RESIDENTS	1,527	1,714	2,042	2,812	3,084	391	357	346	360	321
OTHER	0	0	0	0	0	6	8	5	1	0
TOTAL MUNICIPAL WASTE	83,311	85,953	85,490	83,423	93,126	12,129	12,516	12,725	12,770	14,142
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	0	32	8	0	237	0	0	0	0	0
COMMERCIAL WASTE	57,719	49,653	51,554	39,306	36,919	10,545	9,244	9,092	8,196	8,021
TOTAL NON-MUNICIPAL WASTE	57,719	49,685	51,563	39,306	37,156	10,545	9,244	9,092	8,196	8,021
GRAND TOTAL	141,030	135,637	137,053	122,729	130,282	22,674	21,760	21,817	20,966	22,162

WASTE TYPE	ISLE OF WIGHT TRANSFER STATION					LANDSTOWN TRANSFER STATION				
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CHESAPEAKE	0	0	0	0	0	388	176	176	16	0
FRANKLIN	0	0	0	0	0	0	0	0	0	0
ISLE OF WIGHT	14,437	14,777	13,579	15,457	15,200	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	530	562	510	626	730	0	0	0	0	0
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	99,016	94,728	94,728	92,319	97,697
RESIDENTS	826	855	967	656	757	1,444	2,285	2,285	2,562	3,535
OTHER	2	5	2	21	0	0	0	0	0	0
TOTAL MUNICIPAL WASTE	15,796	16,198	15,058	16,759	16,687	100,849	97,189	97,189	94,897	101,233
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	0	0	0	0	0	1,884	1,856	1,856	1,765	1,520
COMMERCIAL WASTE	6,434	7,732	5,189	3,567	2,369	74,233	64,585	64,585	51,034	39,769
TOTAL NON-MUNICIPAL WASTE	6,434	7,732	5,189	3,567	2,369	76,117	66,441	66,441	52,799	41,289
GRAND TOTAL	22,230	23,930	20,247	20,326	19,056	176,966	163,630	163,630	147,696	142,522

WASTE TYPE	NORFOLK TRANSFER STATION					OCEANA TRANSFER STATION				
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CHESAPEAKE	3,459	4,051	2,723	2,151	2,431	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	62,296	66,174	59,066	62,587	86,357	0	0	0	0	0
PORTSMOUTH	0	0	0	228	45	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	4,519	5,452	9,875	3,881	3,611	26,178	26,211	26,897	27,539	29,969
RESIDENTS	2,097	2,186	2,121	2,773	3,501	0	0	0	0	0
OTHER	59	67	51	78	0	0	0	0	0	0
TOTAL MUNICIPAL WASTE	72,430	77,930	73,836	71,698	95,945	26,178	26,211	26,897	27,539	29,969
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	13,792	14,479	14,836	15,226	13,774	2,372	2,359	2,291	2,577	3,908
COMMERCIAL WASTE	131,985	103,566	107,667	75,774	46,014	55,411	46,166	47,109	39,921	39,773
TOTAL NON-MUNICIPAL WASTE	145,777	118,046	122,503	91,000	59,787	57,783	48,525	49,401	42,498	43,681
GRAND TOTAL	218,208	195,975	196,339	162,697	155,733	83,961	74,736	76,298	70,037	73,650

WASTE TYPE	SUFFOLK TRANSFER STATION					RDF PLANT (NON-SPSA LOCATION)				
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2015	FY 2016	FY 2017	FY 2018*	FY 2019
CHESAPEAKE	5,413	6,417	7,849	8,809	8,333	4,617	3,081	1,482	3,053	3,794
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	32	789	1,251	201	28,429	29,057	29,234	31,290	38,961
SOUTHAMPTON	0	0	0	0	0	0	0	0	0	0
SUFFOLK	36,274	38,296	39,885	37,056	39,344	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	0	0	0	0	0
RESIDENTS	2,829	3,088	3,312	4,548	5,865	217	208	152	0	0
OTHER	53	38	75	106	0	50	42	36	23	0
TOTAL MUNICIPAL WASTE	44,568	47,870	51,909	51,770	53,743	33,312	32,388	30,904	34,366	42,754
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	6	38	422	256	88	7,266	6,018	4,937	6,691	6,381
COMMERCIAL WASTE	20,500	17,192	18,276	14,741	10,254	110,721	103,937	105,953	52,269	0
TOTAL NON-MUNICIPAL WASTE	20,506	17,231	18,698	14,997	10,341	117,987	109,955	110,889	58,960	6,381
GRAND TOTAL	65,075	65,101	70,607	66,767	64,084	151,300	142,343	141,794	93,326	49,135

WASTE TYPE	REGIONAL LANDFILL					GRAND TOTAL				
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CHESAPEAKE	13	12	6	0	2	92,072	94,109	90,926	90,896	100,772
FRANKLIN	0	0	0	0		2,524	2,592	2,690	2,698	2,731
ISLE OF WIGHT	0	0	0	0		16,070	16,513	15,180	16,883	16,410
NORFOLK	5,866	4,685	4,782	5,586	6,040	68,162	70,859	63,847	68,173	92,397
PORTSMOUTH	0	0	0	0		28,440	29,089	30,023	32,769	39,207
SOUTHAMPTON	2	0	0	0		8,107	8,385	8,593	8,910	10,610
SUFFOLK	5,733	2,475	5,905	3,922	190	42,007	40,770	45,789	40,978	39,534
VIRGINIA BEACH	0	0	0	0		133,304	130,257	136,260	127,483	135,106
RESIDENTS	0	0	0	0		9,331	10,692	11,223	13,711	17,064
OTHER	456	589	719	682	674	626	749	888	910	674
TOTAL MUNICIPAL WASTE	12,070	7,761	11,412	10,190	6,906	400,644	404,015	405,420	403,412	454,505
OTHER WASTE	118,935	181,187	69,938	65,567	86,195	118,935	181,187	69,938	65,567	86,195
ASH	192,254	177,492	174,420	179,361	166,975	192,254	177,492	174,420	179,361	166,975
NAVY WASTE	35	87	149	154	358	25,357	24,869	24,500	26,668	26,265
COMMERCIAL WASTE	4,265	1,386	2,204	2,089	597	471,812	403,461	411,630	286,898	183,715
TOTAL NON-MUNICIPAL WASTE	315,489	360,152	246,711	247,171	254,125	808,358	787,009	680,488	558,494	463,151
GRAND TOTAL	327,559	367,912	258,123	257,361	261,031	1,209,002	1,191,024	1,085,909	961,906	917,656

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Municipal Solid Waste (per ton)	\$125	\$125 / \$65	\$62	\$57	\$57
US Navy Processible Waste (per ton)	\$42.05	\$44.62	\$48.50	\$50.23	\$51.73
Residential Waste (per ton) (charged to member community)	No Charge	No Charge	\$62	\$57	\$57
Suffolk Municipal Waste (per ton)	No Charge	No Charge	\$62	\$57	\$57
Industrial Waste (per ton)	\$65.56	\$67.53	\$75.00	\$76.00	\$76.00
Boats (minimum fee \$84 each)	\$0.04 / lb	\$84	\$84	\$84	\$84
Campters/trailers (minimum fee \$204 each)	\$0.10 / lb	\$204	\$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	\$50	\$50	\$55
Construction and Demolition Waste	\$42	\$47	\$51	\$51	\$51
Automobile and Light Truck Tires	\$82.50	\$82.50	\$82.50	\$82.50	\$92.50
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
Household Hazardous Waste (Residential)	\$35	\$35	\$36	\$36	\$37
Batteries (lead & rechargeable)	\$60	\$60	\$60	\$60	\$60
Alkaline Batteries (per lb)	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75
Appliances with CFC (each) - Member Communities, Residents & Commercial	\$12	\$12	\$15	\$15	\$16
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.					