



Disaster Response Plan

Last Revised: May 19, 2022

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I. Purpose of Plan

The purpose of this plan is to define an organizational structure and assign tasks and responsibilities to assure a coordinated response both internally and with member jurisdictions during disasters or major emergency conditions.

II. Situation

A. Potential Disaster Situations

Hurricanes, floods, tornadoes, other natural weather events, and man-made disasters could strike this area causing widespread damage and an interruption of utility and other vital service after the disaster. Huge quantities of storm-related debris could be generated making roads impassable. Flooding and bridge washouts could further delay recovery operations. A fire, explosion, or other major structural damage could render one of SPSA's facilities inoperable. A pandemic or other health and safety crisis could pose a threat to and/or significantly reduce the workforce.

B. Emergency Response Capabilities

SPSA's core purpose is the management of the safe and environmentally sound disposal of regional waste; it would follow that its main objective during a disaster or pandemic would be to maintain this capability for disposal. In the event of a weather-related disaster, once major streets and highways have been cleared and conditions permit, SPSA would resume normal waste disposal at the earliest possible time, with the exception of the acceptance of storm-related debris. In the event of critical damage to a facility, or a pandemic or other workforce-related emergency, SPSA would continue to provide service under modified conditions as long as member localities are collecting municipal solid waste.

C. Emergency Response Process

A number of causes could render SPSA unable to safely manage the transportation, processing, and disposal of waste. Any weather event that generates sustained winds of 40 mph or more or makes vehicle driving unsafe is sufficient to cause a suspension of hauling operations until conditions improve. A reduction in workforce due to disaster or emergency could render SPSA unable to adequately staff all facilities. Depending on the needs of the member localities, staffing capabilities, time of day, the quantities of waste on hand, disaster event duration and the ability to continue to receive waste at transfer stations must be factored in to the decision to modify services at facilities.

D. Emergency Response Objectives

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

In an event which has the result of limiting the availability of SPSA personnel and/or equipment, priority will be given to assigning available equipment and personnel first to the Regional Landfill. Transfer stations will be opened based on when the member communities are able to resume regular waste collections in conjunction with the hierarchy listed in Appendix III.

SPSA does not currently have the storage, hauling or processing capacity to receive and dispose of large quantities of storm debris type waste. When operations resume after a major disaster, it expects to receive increased quantities of waste due to suspended collections, food spoilage and storm debris placed in collection containers.

It is imperative that SPSA be able to empty its transfer stations prior to the onset of an anticipated weather event or other disaster in order to be ready to receive increased quantities of waste after the event is over.

SPSA reserves the right to temporarily suspend residential disposal customers prior to storm events and during pandemics or other workforce-related emergencies if it is negatively impacting the ability to handle municipally and commercially collected wastes.

The member jurisdictions will assume responsibility for clearing, removal, separation and disposal of the majority of storm generated debris, with the assistance of contractors and the use of temporary municipal processing and burning facilities. SPSA may elect to suspend the receipt of any storm-related debris at one or more disposal facilities based on evaluation of the amount of the damage and impact on its facilities. Storm related debris which is ground up at temporary debris storage facilities is hereby classified as special handling waste and may be accepted at the Regional Landfill or other designated disposal facilities only with the prior approval of the SPSA Executive Director (or their designee) at the appropriate tipping fee. Any such approval will be based primarily on SPSA's handling and disposal capacity.

III. Implementation

The Executive Director of SPSA may implement this plan upon any of the following:

- A. The declaration of an emergency by one or more of the cities or counties in the SPSA service area.
- B. The declaration of an emergency by the Governor of Virginia or the President of the United States to the extent that any such declaration is applicable to any or all of the SPSA service area.
- C. At their discretion when they determine that circumstances warrant implementation.

IV. Organization

- A. SPSA's Administrative Division is located in The Regional Building at 723 Woodlake Drive in Chesapeake. The Operating Divisions are noted below:
 - 1. Regional Landfill Division – Suffolk
 - 2. Transfer Station Division - All jurisdictions
 - 3. Fleet Maintenance Division - 4 Victory Boulevard, Portsmouth
 - 4. Transportation Division – 4 Victory Boulevard, Portsmouth

Chain of command is:

Overall:

Dennis L. Bagley, Executive Director

Mobile: (757) 295-6990

For Operational Concerns:

Henry Strickland, Director of Operations

Mobile: (757) 374-4548

For Administrative Concerns (Including Communications and IT):

Tressa Preston, Director of Administration

Mobile: (404) 661-4069

For Financial Concerns:

Sandy Schreiber, Director of Finance

Mobile: (757) 377-0487

- B. The Executive Director (or their designee) will have primary responsibility for all SPSA emergency response operations.

These include:

1. Maintenance of critical functions within the SPSA organization.
 2. Monitoring weather conditions or other pertinent disaster-related information and activating emergency procedures.
 3. Contact and coordination with member jurisdictions, WIN Waste Innovations Portsmouth Inc. and private haulers on mutual operations that impact both, such as modification or suspension and resumption of waste collection and storm debris acceptance.
 4. Dissemination of information to other operating groups.
- D. SPSA staff will continue to report directly with each other on matters of mutual interest. However, in the interest of operational efficiency, during the period of emergency, contact with member jurisdictions should be minimized and restricted to the Executive Director or their designee. Conversations with WIN Waste Innovations are essential during times of emergency and will be handled by the designated official.

V. Communications

SPSA must be prepared to respond pro-actively in the event of a major disaster or crisis. This plan is designed to address crisis communications.

A. Internal

Telephone communications will be mobile phones or desktop phones, as long as they are available.

	Facility #
Regional Office Building	420-4700
Regional Landfill	961-3582
Safety	961-3697
Transportation	961-3684
<u>Transfer Stations:</u>	
Norfolk	961-3980
Chesapeake	961-3942
Oceana	961-4052
Landstown	961-3985
Suffolk	961-3627
Isle of Wight	961-3874
Franklin	961-3882
Employee Hotline	321-9556

A system of emergency contact telephone numbers (phone tree) will be established for all SPSA personnel to provide telephone numbers for

supervisors to contact their employees and for employees to contact their supervisors. All employees are to notify their supervisor of any change in their contact number(s) within one week of a number being changed. Employees evacuating the area who do not have a reliable mobile phone are responsible for providing a contact number at the place they are evacuating to if that number is known. If it is not known, the employee is responsible for calling their supervisor with a new contact number, as soon as they have established where they are staying. All supervisors are responsible for keeping an up-to-date list of all of their employees' contact numbers and for taking the list with them, should they have to evacuate. All employees are responsible for knowing their supervisors' contact numbers and taking those numbers with them, should they evacuate. Each supervisor is responsible for ensuring the development and maintenance of the emergency contact telephone numbers for their staff.

In an event requiring mass evacuations or any other disaster, all SPSA personnel assigned SPSA mobile phones shall be responsible for taking their mobile phones, chargers, and the most up-to-date listing of other SPSA mobile phone numbers with them. The mobile phones should be kept charged and on as much as possible. Supervisors shall contact the Executive Director or their designee as soon as safely possible after a weather event has passed, or as often as necessary during any other disaster, for information which can be then passed along to their staff. The IT Department is responsible for maintaining an updated list of all SPSA cell phone numbers.

B. External

The Executive Assistant will be responsible for keeping an updated list of phone numbers for the external agencies. [see *Appendix IV*]

C. Public Information

The Executive Director or their designee will coordinate public announcements with member communities, provide updates to employees and serve as the single information source.

The following actions may be taken:

1. The Executive Director or their designee will serve as the official spokesperson. All media contact will come from the spokesperson.
2. Prepare a statement of SPSA's emergency response activities and operating procedures during and following the emergency.
3. Disseminate the emergency response procedure statement to employees through supervisors as well as email, and/or voice mail and the Employee Hotline. Disseminate information to the Board of Directors, the eight member communities, and commercial customers.

4. Disseminate information to the public, through the website, concerning facility closings and/or waste acceptance restrictions.
5. Continue to provide follow-up information to member communities, employees, and the public until normal operations are resumed.

D. Preparation and Planning

1. Before the onset of the event, if possible, SPSA's primary communications goal is to ensure that several core groups are aware of and understand the procedures followed within SPSA's Disaster Response Plan. Therefore, following the Executive Director's (or their designee's) approval to implement SPSA's Disaster Response Plan, communications should commence with the following groups.

- a. Eight Communities Public Works (Waste Management) Departments
- b. Board of Directors
- c. Chief Administrative Officers of each community
- d. SPSA Employees
- e. Residents
- f. Commercial Customers

2. To ensure that each of these groups receive timely information on SPSA's emergency operations, the following activities shall occur.

- a. Designate an official spokesperson.

The Executive Director and/or their designee will serve as spokesperson and will provide the public with technical insight on situations when necessary. All media responses will come from the designated spokesperson who will be accessible to the media during the immediate impact of the crisis.

- b. Prepare a brief statement of SPSA's emergency response activities noting how SPSA will continue to operate. The plan should be to the point, without unnecessary verbiage, and should be completed as quickly as possible, hopefully during the first few hours of the emergency situation.

- c. In the event of an emergency, the Executive Director or their designee, in consultation with the Leadership Team, will determine those individuals who will be identified as "Essential Personnel." This determination will be made by carefully considering the needs of SPSA and the member communities during the preparation, emergency and recovery phase of the event. This information will be disseminated as soon as practicable to all employees to allow for proper emergency planning. However, as emergency

situations are constantly in flux, employees may be determined to be essential at any time throughout the emergency.

- d. Disseminate information to the Board of Directors.
- e. Send SPSA's emergency response activities statement to all SPSA employees and facilities, utilizing email and/or the "Telephone Tree" procedure. Utilize voice-mail, and other technologies to assist in communicating information efficiently and effectively.
- f. Disseminate information to, the Chief Administrative Officers of each member community and the public works departments of the eight communities SPSA serves.

Contact the public information and other officials in the eight communities providing specifics on SPSA's emergency response activities; email the statement of SPSA's emergency response activities to public works officials. [See *Appendix IV*]

Information regarding emergency solid waste management plans should be provided from all community contacts. With this information, a list of emergency waste disposal sites within the region and points of contact should be developed.

- g. Disseminate information to the public.

Update the SPSA website with appropriate announcements on any service changes. Be available as an information resource.

- 3. After these initial communications activities have been addressed, the Executive Director or their designee/s will address any operational issues that may arise as a result of the emergency, allocate resources as needed and maintain regular communications with the waste to energy plant and our member localities.

E. Resuming Normal Solid Waste Management Services

After the disaster, SPSA's main goal is to resume normal operations as quickly as possible. While SPSA personnel assess SPSA's ability to resume normal solid waste transfer, receiving, and processing activities, the primary communications goals will be to inform SPSA's core publics of the available and operational facilities

Following receipt of a status report, SPSA's Executive Director or their designee will approve resumption of SPSA normal solid waste management operations and communications can commence with the following groups.

1. Eight Member Communities Emergency Operations Centers
2. Board of Directors
3. SPSA employees
(Employees can be provided information regarding requirements to report to work, through supervisors, via email, or by using the “telephone tree” procedure.)
4. Residents
5. Commercial Customers
6. Media

If contacted by the media, the Executive Director or their designee may deliver a written or verbal statement. The statement may include the storm’s impact on operations, what buildings or equipment were damaged or closed down, number of employees out of work, the number injured, if any, and where the injured were taken. In the event of injuries and/or deaths, information on employees will be released to the media only after the next of kin has been notified.

F. Follow-Up

1. While the immediate impact of the disaster may occur within a relatively short period of time, the after effects may hinder normal solid waste management operations for some time. Therefore, continuous follow-up communications with the employees, area residents, and the communities SPSA serves will be of utmost importance. Activities which should occur include:
 - a. Provide periodic updates to the website as new developments and activities are undertaken.
 - b. The Executive Director or their designee will act as the corporate spokesperson.
 - c. Communicate updates on policies which have been enacted by the communities, efficiently and quickly as possible.
 - d. Continue to communicate new, positive information to key audiences.
 - e. Utilize all internal communications methods to provide continual feedback and updates to employees.

VI. Emergency Response Tasks

- A. Meet with all supervisors 72 hours prior to weather event, or as soon as possible/appropriate in the event of a pandemic, public health and safety, or other workforce-related event, to plan, review and coordinate emergency procedures. If necessary, meetings may take place electronically.
- B. Activate emergency response plan on direction of Executive Director.
- C. Contact member jurisdictions 48 hours prior to weather event or as soon as possible/appropriate in the event of a pandemic, public health and safety, or other workforce-related event, to coordinate operational activities and update key contact information.
- D. Disseminate information as gathered on continuing basis to supervisors.
- E. Monitor weather conditions or other pertinent disaster-related information and implement emergency procedures according to current conditions and member jurisdiction activities.
- F. Meet again with supervisors 48 hours prior to weather event, or as necessary during a pandemic or other workforce-related event, to coordinate emergency procedures.
- G. Receive and respond to current condition and/or damage reports from supervisors.
- H. Coordinate resumption of operations with supervisors.
- I. Implement recovery procedures and coordinate resumption of normal operations with member jurisdictions.

Division preparations and ongoing activities are listed in the attached Appendixes I through III.]

APPENDIX I

Administrative Considerations

A. Employee Attendance

Employees are expected to report to work according to normal work schedules and established policy and procedure unless instructed otherwise by their supervisor. If weather conditions or other circumstances prevent attendance, normal call-in procedures apply. Under SPSA policy, employees are required to provide a current address and telephone number and are expected to be available for recall if necessary.

B. Leave Policy

Employees may be granted authorized unpaid or paid leave by their supervisor, in accordance with the directives of the Executive Director if requested, and depending on adequate justification and the need for the employee's services during the period of emergency.

C. Record Keeping

In the event of a state or nation-wide pandemic or other emergency situation new laws may be enacted and/or previous laws may be changed regarding sick leave, workers' compensation, FMLA, FOIA, etc. It is essential that those changes be implemented and documented correctly.

Should a severe weather disaster occur which inflicts heavy damage on SPSA facilities or equipment or which causes SPSA resources to be utilized in the recovery and rebuilding phases, some of this expense could be reimbursed by the Federal Government through FEMA or by local governments.

Therefore, it is extremely important that complete, detailed and accurate records are kept of these specific activities. They would include:

1. Labor Costs
2. Equipment Costs
3. Haul Costs
4. Supplies and Materials Consumed
5. Supervisor Vehicle and Transportation Costs
6. SPSA Tractor/Trailer Usage
7. Storm Debris Tonnage Received
8. Roll off box usage
9. Note: Check to confirm that there are no other items reimbursable under FEMA.

APPENDIX II

Operational Considerations by Division

A. All Divisions

- Confirm staff contact lists
- Assess inventory of all health, safety, and standard operational supplies

B. Regional Landfill Division

- Fuel all trucks and equipment.
- Fill emergency fuel tank. Check and fill storage tanks as needed.
- Check emergency gasoline supply.
- Test run and check emergency generator, power tools and hand tools.
- Check emergency radio and batteries.
- Check hand operated fuel pump.
- Check emergency lighting.
- Secure loose objects outside. (weather-related only)
- Pump leachate as necessary.
- Move portable toilets inside shop. (weather-related only)
- Obtain provisions for personnel – food, water, sleeping facilities, rain gear
- Check first aid supplies.
- Instruct security guards in emergency procedures.
- Secure household hazardous waste (HHW) facility.
- Communicate and coordinate with Suffolk Energy Partners and Clearfield MMG.
- Test/Fill diesel pumps

C. Fleet Maintenance Division

- Check fuel and top-off in OPC Shop generator and exercise unit.
- Check Fuel Distribution Depot for emergency hours or shut-down status.
- Top off all SPSA fueling sites.
- Fuel all field service trucks and fill all supply tanks. Assign and position trucks for emergency use.
- Check emergency gasoline supply.
- Check oxygen and acetylene supply.
- Check and test run portable emergency generators.
- Confirm emergency equipment hauling arrangements.

D. Transportation Division

- Fuel all trucks.
- Evaluate need for fleet positioning.

E. Transfer Station Division

- Fuel all equipment.
- Fill and test run portable generators
- Fill all emergency gasoline cans
- Check fuel supply.
- Test hand fuel pumps.
- Check and test emergency lighting and radio equipment.
- Secure household hazardous waste (HHW) Collection facilities.

F. Information Technology

- Secure servers
- Prepare for potential remote access for key employees

G. Regional Office Building

- Secure all windows and doors
- Empty refrigerators
- Unplug all appliances

APPENDIX III

Potential Reduction of Services Plan

In the event that SPSA needs to reduce or suspend services, each individual situation will be assessed based on the needs of the member localities and SPSA's operational capacity. The following hierarchy is a typical list in reduction of services due to an emergency that results in a significant reduction in the workforce.

- Temporarily suspend Saturday afternoon and Sunday residential dumping hours.
- Temporarily suspend Saturday morning hours. Temporarily suspend all residential customers.
- Temporarily suspend all commercial customers.
- Temporarily consolidate inbound and outbound scale operations at transfer stations.
- Temporarily close Oceana Transfer Station and redeploy staff.
- Temporarily close Suffolk Transfer Station and redeploy staff.
- Regional Landfill would be open to accept SPSA trucks, member locality collection vehicles and to accept ash from the Waste to Energy Plant only.
- Temporarily close Chesapeake Transfer Station and redeploy staff. Customers would be diverted to WPI, Landstown Transfer Station, Norfolk Transfer Station and the Regional Landfill.
- Temporarily close Isle of Wight Transfer Station and redeploy staff. Customers would be diverted to the Franklin Transfer Station and the Regional Landfill.
- Temporarily close Norfolk Transfer Station and redeploy staff. Customers would be diverted to Landstown Transfer Station, WPI and the Regional Landfill.
- Temporarily Close Franklin Transfer Station and redeploy staff. Customers would be diverted to the Regional Landfill.
- Temporarily close Landstown Transfer Station and redeploy staff. Customers would be diverted to WPI and the Regional Landfill.

As additional staff are able to resume their duties during and after an emergency, the above hierarchy will be used in reverse order to begin resuming normal operations throughout SPSA facilities.

APPENDIX IV

External Agency Contact List

The Executive Administrator will be responsible for keeping an updated list of phone numbers for the external agencies listed below:

[FEMA](http://www.fema.gov) – 800-621-FEMA (3362)

Member Communities Emergency Operations Centers:

- [Chesapeake](#) [Email](#)¹ (757) 382-1775
- [Franklin](#) [Email](#)² (757) 562-8582
- [Isle of Wight County](#) [Email](#)³ (757) 365-6308
- [Norfolk](#) [Email](#)⁴ (757) 441-5600
- [Portsmouth](#) [Email](#)⁵ (757) 393-8338
- [Southampton County](#) (757) 653-2100
- [Suffolk](#) [Email](#)⁶ (757) 514-4536
- [Virginia Beach](#) [Email](#)⁷ (757) 385-3111

Government Agencies:

- [Environmental Protection Agency](#) (800) 438-2474
- [Hampton Roads Planning District Commission](#) (757) 420-8300
- [Red Cross](#) (757) 446-7700
- [US Navy](#) (757) 322-2859
- [US Coast Guard](#) (757) 668-5500
- [Virginia Department of Emergency Management](#) [Email](#)⁸ (804) 897-6500
- [Virginia Department of Environmental Quality](#) Richmond (804) 698-4000
- [Virginia Department of Environmental Quality Local Office](#) (757) 518-2000
- [Virginia Department of Transportation](#) 511 or (800) 367-7623
- [Virginia Department of Health](#) Chesapeake (757) 382-8600
- [Virginia Department of Health](#) Franklin (757) 562-6109
- [Virginia Department of Health](#) Isle of Wight (757) 357-4177
- [Virginia Department of Health](#) Norfolk (757) 683-2800
- [Virginia Department of Health](#) Portsmouth (757) 393-8585
- [Virginia Department of Health](#) Southampton (757) 653-3040
- [Virginia Department of Health](#) Suffolk (757) 514-4700
- [Virginia Department of Health](#) Virginia Beach (757) 518-2646

¹ public@cityofchesapeake.net

² vfrancis@franklinva.com

³ eservices@isleofwightus.net

⁴ James.Redick@norfolk.gov

⁵ arnoldj@portsmouthva.gov

⁶ rstephens@suffolkva.us

⁷ VB311@vbgov.com

⁸ pio@vdem.virginia.gov

Utilities:

- [Cox Cable](#) (757) 369-6500
- [Dominion Power](#) (888) 667-3000
- [Virginia Natural Gas](#) (877) 572-3342

Private Haulers:

- [Waste Management](#) (757) 485-5700
- [Waste Industries Inc. \(GFL Environmental\).](#) (757) 487-2220
- [TFC Recycling](#) (757) 543-5766
- [Bay Disposal](#) (757) 857-9700
- [Recycling Disposal Solutions \(RDS\) of Virginia](#) (757) 393-4737

Public Works Contact List

CHESAPEAKE

City Hall Building, Third Floor
 306 Cedar Road
 Post Office Box 15225
 Chesapeake, Virginia 23328-5225
 Phone: (757) 382-6101

Division of Waste Mgmt.
 912 Hollowell Lane
 Chesapeake, Virginia 23320
 Phone: (757) 382-3439

FRANKLIN

1050 Pretlow Street
 Franklin, Virginia 23851
 Phone: (757) 562-8564
 (757) 562-8563

ISLE OF WIGHT

P.O. Box 80
 Isle of Wight, Virginia 23397
 Phone: (757) 365-1658
 Phone: (757) 357-3191

NORFOLK

City Hall Building
 810 Union Street 7th Floor
 Norfolk, Virginia 23510
 Phone: (757) 664-4614
 (757) 664-4600

Division of Waste Mgmt
 176 Pineridge Road
 Norfolk, Virginia 23502
 Phone: (757) 664-6510
 after hours (757) 441-1249

Call Center
 (757) 441-5813

[Email⁹](#):

[Email¹⁰](#)

⁹ healthyneighborhoods@norfolk.gov

¹⁰ bulkwst@norfolk.gov

PORTSMOUTH

Administration & Operations
801 Crawford Street – 2nd floor
Portsmouth, Virginia 23704
Phone: (757) 393-8000

Public Works
2001 Frederick Boulevard
Portsmouth, Virginia 23704
Phone: (757) 393-8666

SOUTHAMPTON COUNTY

Post Office Box 400
26022 Administration Center Drive
Courtland, Virginia 23837
Phone: (757) 653-3015
[Email](#)¹¹

25177 Public Works Road
Courtland, Virginia 23837
Phone: (757) 653-3017

SUFFOLK

Public Works
442 W. Washington Street
Suffolk, Virginia 23434
Phone: (757) 514-4355
[Email](#)¹²

Stormwater
442 W. Washington Street – 2nd Floor
Suffolk, Virginia 23434
Phone: (757) 514-7725
Dispatch: (757) 514-7630

VIRGINIA BEACH

Waste Management
2405 Courthouse Drive
Municipal Center, Building 2
Virginia Beach, Virginia 23456
Phone: (757) 385-4167 (Option 9)
[Email](#)¹⁴

Storm Water Management
3024 Holland Road
Virginia Beach, Virginia 23453
Phone: (757) 385-4131 (757) 385-4650
[Email](#)¹³

¹¹ hcouncil@southamptoncounty.org

¹² PWcontact@city.suffolkva.us

¹³ VBstormwater@vbgov.com

¹⁴ pwclrks@vbgov.com