

The Southeastern Public Service Authority

FY 2023



Operating & Capital Budgets

**Southeastern Public Service Authority
(SPSA)**

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



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Budget Message

Looking to the past, present-day SPSA has much to be proud of. Municipal tipping fees proposed for FY 2023 are \$60 less per ton than they were 10 years ago, even as we self-fund a \$39.26 million Flyover Project and prepare to construct Regional Landfill Cell VII during a time of staggering inflation rates. Our history has taught us to put our focus on finances. Never again will SPSA find itself overwhelmed by debt. Our legacy has also led us to streamline operations, while never compromising on the safety, quality, and convenience of services delivered. With those tenants firmly entrenched in both our strategic planning and daily processes, one of the goals for FY 2023 is to begin a new era with greater focus on what has long been touted as SPSA's greatest asset – its employees. They are indeed our greatest asset, and we want our practices to better reflect that fact.

As a primary goal, the FY 2023 budget seeks to set aside appropriate funds for both the Flyover Project and the construction of Cell VII, which is being accomplished by the \$4 tipping fee increase. This increase to \$65 per ton for municipal waste was anticipated in the tip fee schedule established last year and will result in an additional \$8 million contribution to the designated fund balance for those projects. Part of ensuring that operations remain optimal as these construction goals are met involves diverting waste to conserve airspace in Cells V and VI. The FY 2023 budget includes funding to divert an additional 10,000 tons of waste to Atlantic Landfill.

Operational budget goals include continuing to provide excellent service with no additional tip fee increase to cover costs associated with inflation. Creative solutions include seeking new revenue streams, such as an agreement with Waste Management to utilize SPSA Transfer Stations, strategically assessing capital investments with an eye toward market changes, and, as always, staff will remain diligent in contract negotiations and ensure that all purchases – from ball point pens to bulldozers – are well researched and truly necessary. These strategies will help offset new expenses that are out of SPSA's control, such as rising fuel costs, supply chain issues, and contracted rate increases.

While the additional goal of greater focus on employee support was easy to articulate, it required hard work and sacrifice from supervisors to be willing to make departmental budget cuts so that SPSA employees as a whole could see quality of living improvements. With all due respect to the good motivations and cautious practices that have allowed SPSA to see a multimillion-dollar surplus over the past several years, the FY 2023 Budget has attempted to determine the trends that have resulted in that surplus and realistically allocate those funds for use throughout the fiscal year. This new mindset has allowed for valuable benefits to employees such as an increase to the small tool allowance, the opportunity to get paid for holiday hours rather than banking for future use and maintaining a reduced-cost option for insurance premiums despite 7-10% increases to overall rates. Most importantly, the FY 2023 budget addresses long-standing pay plan inequities and allows for a 5% cost of living increase, in keeping with trends in municipal pay raises.

As we look ahead to future budget years, the goal, as always, will be to anticipate the path to appropriate funding for our communities' changing needs, while keeping operations at gold-standard levels, and municipal fees at a minimum. To that lofty list we add the explicit intent to create and fund policy and procedure that demonstrate the true value we place on our employees. Though the path may be challenging, SPSA's future is bright, and we are excited to be on the journey.

The SPSA Executive Staff offers their sincere thanks to the Board of Directors for their diligent evaluation of this proposed budget and their continued confidence in our efforts to faithfully fulfill the mission with which SPSA has been charged by the Commonwealth of Virginia. We also salute SPSA's outstanding staff who are worthy stewards of these public funds entrusted to SPSA by the citizens of our Member Communities.

SPSA Historical and Operational Information

Background

About the Southeastern Public Service Authority (SPSA)

Since 1985, SPSA has served as the regional solid waste management authority for its Member Localities: the cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk and Virginia Beach, and the counties of Isle of Wight and Southampton. SPSA's core purpose, as defined in the Code of Virginia §15.2-5102.1, is the *management of the safe and environmentally sound disposal of regional waste*. SPSA operates through Agreements for Use and Support of a solid waste disposal system with its Member Localities.

SPSA's service area is approximately 2,000 square miles and contains nearly 1.2 million residents. Greater than one million tons of municipal solid waste is generated within SPSA's service area per year. SPSA's waste management system includes the Regional Landfill and nine transfer stations, accompanied by a transportation operation, a fleet maintenance facility, a tire shredder facility, a white goods program, and a household hazardous waste program. SPSA is proud to meet and exceed all federal, state, and local regulations to keep both the environment and our communities safe by maintaining best practices to ensure that the Regional Landfill and all of SPSA's transfer stations operate at the highest levels of safety and efficiency. SPSA's facilities are all rated E3 by the Virginia Environmental Excellence Program.

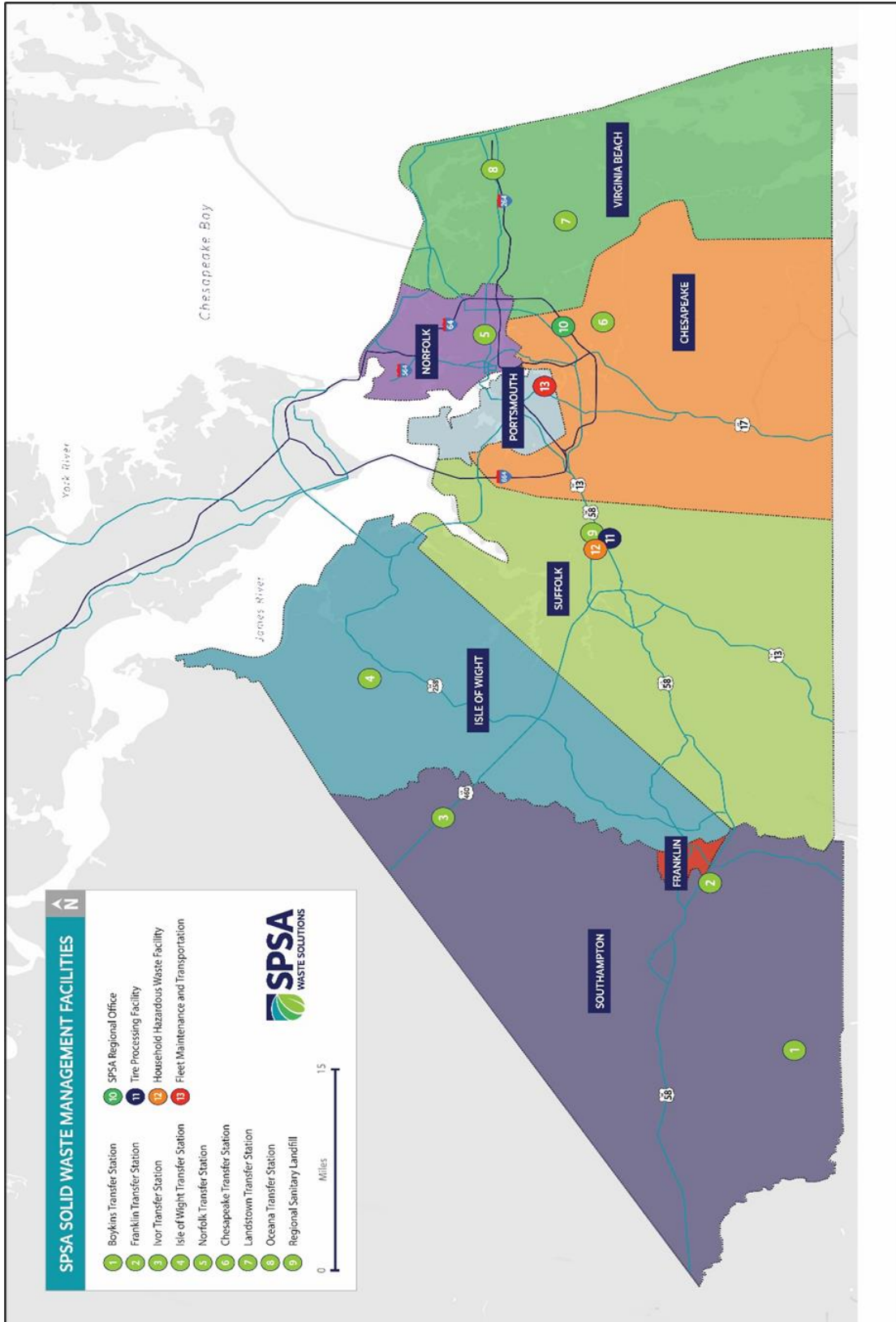
SPSA's Member Localities currently deliver approximately 450,000 tons of post-recycled municipal solid waste (MSW) per year. Of this, approximately 350,000 tons is taken to WIN/Wheelabrator's RDF plant for conversion to energy, and approximately 100,000 tons are taken directly to the Landfill. WIN/Wheelabrator's RDF plant produces approximately 160,000 tons of ash each year after converting a total of almost 600,000 tons of MSW and commercial waste to energy. The 160,000 tons of ash remaining from the waste to energy conversion is taken to the Landfill for use as daily cover and/or disposal, depending on quality of ash.

The current contract between SPSA and Wheelabrator Portsmouth is through June 2027. However, the WIN/Wheelabrator facility provides steam to the U.S. Navy at its Portsmouth Naval Shipyard and this contract with the Navy will expire in June of 2024. It is likely to be cost prohibitive for WIN/Wheelabrator to continue to operate. If, for any reason, SPSA is unable to continue to utilize WIN/Wheelabrator's RDF plant this will result in a significantly higher reliance on the Regional Landfill for disposal.

SPSA is prepared to expand into permitted Cell VII and is currently in the process of applying for permitting to expand the Regional Landfill into proposed Cells VIII and IX. An Environmental Impact Statement is being prepared by the Army Corps of Engineers. Additionally, when SPSA and the member communities signed new Use and Support Agreements, one of the basic understandings was that SPSA was committed to building a flyover at the entrance to the Regional Landfill as a condition of receiving approval to continue to use the Regional Landfill in Suffolk. At that time, it was thought that the flyover would be funded as a regional transportation project, but due to changes in legislation surrounding the allocation of regional transportation funds and the added costs and time associated with seeking federal funding, the SPSA Board of Directors has elected to fund the \$39.26 million project through the tipping fee. This funding began in FY 2022 and will continue, as needed, through the project's completion.

SPSA is always seeking new and alternative technologies to reduce the amount of waste that enters the landfill and remains on the cutting edge of cost-effective and environmentally sound waste disposal practices.

SPSA Service Area



SPSA Board of Directors and Executive Staff

**Southeastern Public Service Authority
Board of Directors**

Appointed by Governor

City of Chesapeake	Mr. John Maxwell
City of Franklin	Ms. Sheryl Raulston, Vice-Chair
Isle of Wight County	Mr. Dale E. Baugh, Chair
City of Norfolk	Mr. John M. Keifer
City of Portsmouth	Mr. C. W. "Luke" McCoy
Southampton County	Mr. Tony Parnell
City of Suffolk	Mr. D. Rossen S. Greene
City of Virginia Beach	Mr. Thomas M. Leahy

Ex-Officio Members Appointed by Individual Municipality

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. Burle Stromberg
Southampton County	Ms. Lynette C. Lowe
City of Suffolk	Mr. Albert Moor
City of Virginia Beach	Mr. L.J. Hansen

Alternate Ex-Officio Members Appointed by Individual Municipality

City of Chesapeake	Mr. Greg Martin
City of Franklin	Mr. Chad Edwards
Isle of Wight County	Mr. Michael Etheridge
City of Norfolk	Mr. Oliver Love, Jr.
City of Portsmouth	Mr. Richard Underhill
Southampton County	Mr. Hart Council
City of Suffolk	Mr. Robert E. Lewis
City of Virginia Beach	Mr. Gary Kelly

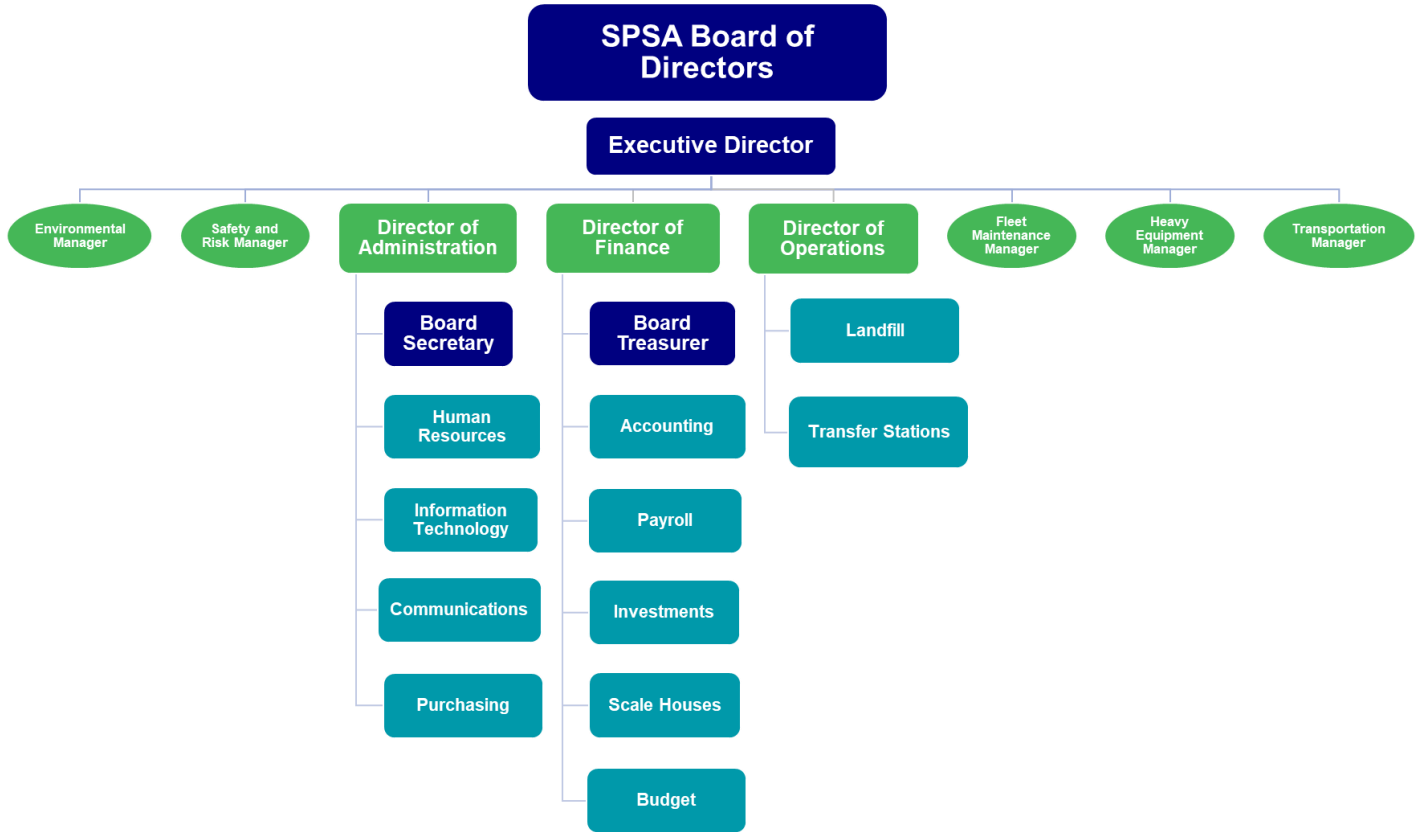
Executive Staff

Dennis L. Bagley, Executive Director
Sandy Schreiber, Director of Finance
Tressa Preston, Director of Administration
Henry Strickland, Director of Operations

Southeastern Public Service Authority (SPSA)

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SPSA Organizational Chart



Budget Calendar



Budget Calendar For FY-2023

Date	Task
1/11/2022	Operating Budget Kick-off will be held at Joint Staff Meeting. All budget worksheets will be provided to staff and review of the process for Operating Budget requests. Electronic versions will follow via e-mail.
1/18- 2/1/2022	Departmental budget meetings will take place with the Executive Director and budget team, allowing employees to make the case for any increases in budget request. Potential savings opportunities will be discussed.
2/2 - 3/16/2022	Finalize budget and prepare to present both the Operating Budget and Capital Budget as well as the Tip Fee Schedule to the Executive Committee for review, questions and comments.
2/16/2022	Brief the Executive Committee on preliminary budget outlook
3/16/2022	Present Proposed Operating / Capital Budgets and Tip Fee Schedule to the Executive Committee for comment
3/23/2022	Present Proposed Budgets and tip fee to the full Board of Directors. Accept feedback. Set Public Hearing on the Adoption of the Tip Fee for April 27, 2022.
3/23 - 4/20/ 2022	Make any final changes requested by the SPSA Board of Directors to the FY-2023 Budget
4/20/2022	Present final proposed Operating Budget and Capital Budget to the Executive Committee.
4/27/2022	Hold a Public Hearing to adopt the SPSA Tip Fee Schedule for FY-2023

Budget Summary

Highlights

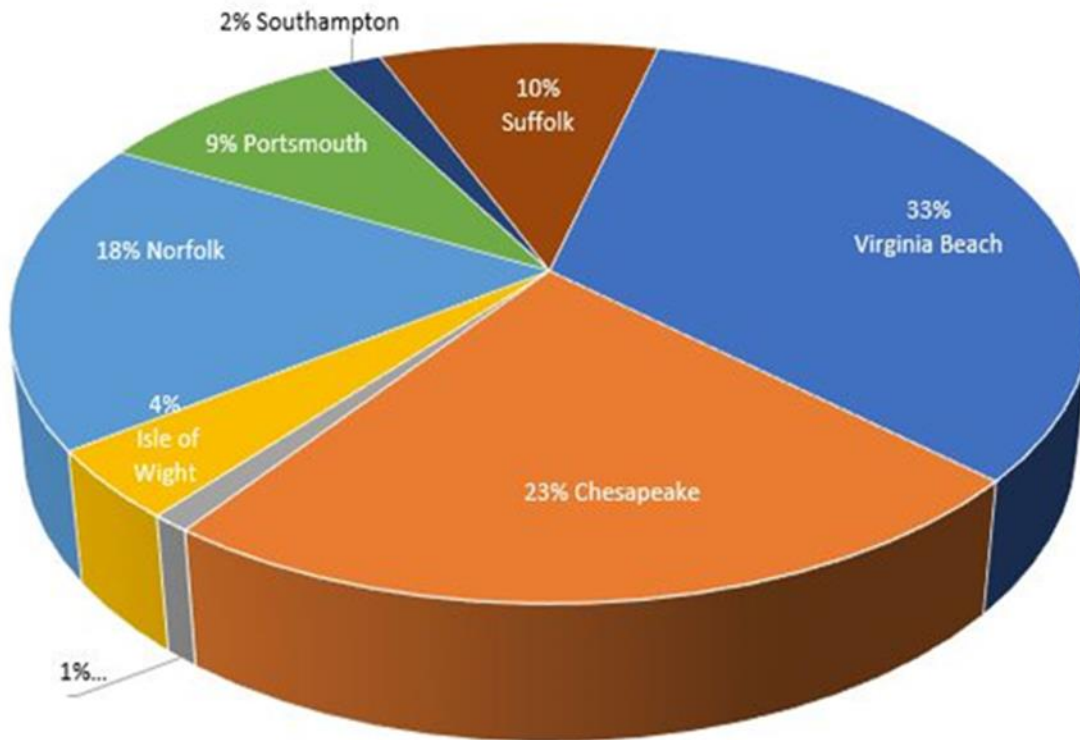
- Revenues = Expenses for a Total of \$52,249,241
- Represents an 8.5% increase from FY 2022 of \$4,091,267
- The Tip Fee increases to \$65 per ton in accordance with the planned tip fee schedule
- Provides an additional \$8,000,000 to the designated fund balance for construction of the flyover and Cell VII
- Continues funding for capital equipment replacement in accordance with plan at \$3,500,000
- Earmarks \$227,056 to offset anticipated increases in fuel cost
- Diverts an additional 10,000 tons of waste to Atlantic Landfill preserving an additional 12,500 cubic yards of airspace
- Includes approximately \$360,000 in new revenue as a result of Waste Management agreeing to resume hauling to SPSA transfer stations
- Provides for a 5% COLA for all employees
- Addresses the new minimum wage legislation

Tipping Fees are the primary source of revenue in the amount of \$50,145,512 or approximately 96% of the total budget. The tipping fees are comprised of municipal waste, waste received from the Navy, construction and demolition debris, other types of waste such as sludge, soils, fines etc., contract waste, non-contract waste and fees for ash disposal. Total municipal tipping fees are projected at \$31,320,250, an increase of approximately 13.3% or \$3,681,150 from fiscal year 2022. Tipping fees from other sources have diversified revenue such as tipping fees from the U.S. Navy is projected at approximately \$1,399,449. Contract and non-contract waste tipping fees are projected at approximately \$12,072,000 and tip fees received for ash disposal are projected at \$4,556,313. 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 \$797,500.

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-six years in business, a comparable tipping fee, or similar network of operation, has yet to be found to which SPSA can be compared.

Municipal Tonnages in fiscal year 2023 are projected to remain the same as fiscal year 2022 at 481,850 tons.



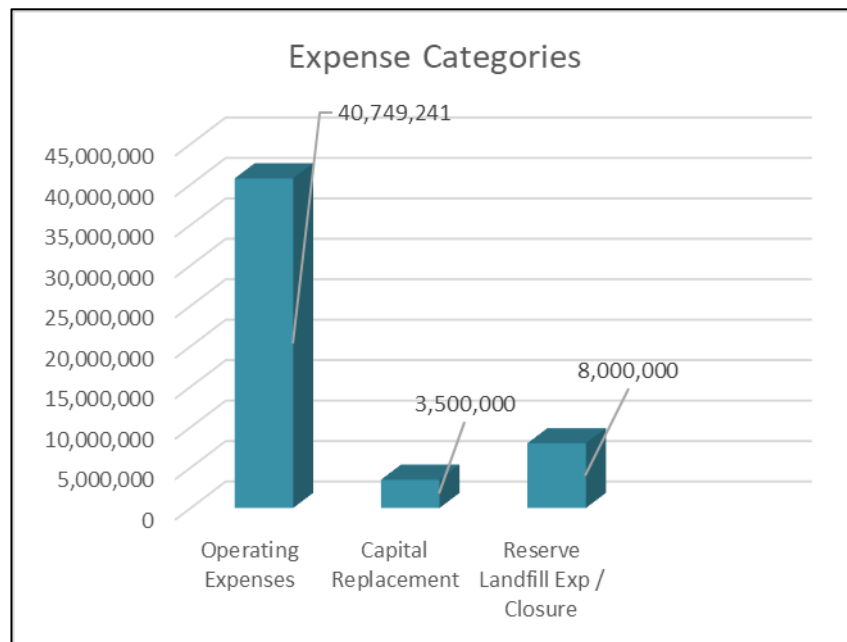
Charges for Environmental Services include the fees charged for the disposal of tires, household hazardous waste and white goods. The FY 2023 budget has an increase of \$20,000 for tire disposal due to increased capacity, and a \$10,000 increase in white goods revenue due to increases in the price of scrap metal, compared to FY 2022.

Landfill Gas Royalties have declined due to generators at the current facility being past their useful life and the current low price being offered for the sale of electricity, but royalties are expected to increase once the Mas Energy Renewable Natural Gas Facility is operational.

Navy Waste disposal is projected at approximately \$1,399,449 million for fiscal year 2023. 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 \$52,249,241 increased approximately 8.5% or \$4,091,267. Operating expenses represent approximately 78% of the total budget or \$40,749,241 and reflect an increase of approximately 6.6% or \$2,524,094 as compared to the fiscal year 2022 budget. The increase is discussed below.



Personnel costs, including salaries and benefits, represent 18.93% of the total budget or \$9,896,311 and reflect a 12% increase or approximately \$622,194 from the FY 2022 budget. The FY 2023 budget includes a 5% cost of living increase in wages for employees. The lowest 6 pay grades will receive the benefit of 50.36% of the increase in personnel costs.

SPSA offers a preferred provider organization (PPO) and a health maintenance organization (HMO) plan. The HMO plan is administered through Optima. 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. While the FY 2023 renewal rates reflect an overall increase in premiums, employees will still be able to have a low-cost premium for a quality insurance package.

Insurance for workers compensation reflects a 3.87% decrease or \$6,535 in total costs. The employer contribution rate for participation in the Virginia Retirement System (VRS) remains negligible and reflects no increase from the previous year. Costs for Group Life Insurance increased by \$4,994 or 5.8% compared to the FY 2022 budget. Overtime costs are projected to increase by approximately \$101,000. This increase is primarily to fund holiday pay, not an increase in true overtime costs. A summary of positions by cost center is illustrated in this document.

Professional and Contracted Services reflect a net decrease of 10% or \$396,000 from the prior fiscal year primarily due to decreases in the administrative budget.

Materials and Supplies reflect an increase of approximately \$417,943 or 22.39% primarily for increased fuel costs.

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 8% or \$1,178,501 million due to a 2.5% contractual increase in rates and an increase in projected tons. The WHDA reflects an increase of 24% or approximately \$1,639,790 primarily due to a 3% contractual CPI increase and an increase in projected tons. Additionally, the fiscal year 2023 budget includes funds to divert approximately 36,000 tons from disposal at the Regional Landfill. This diversion is an effort to preserve the available airspace remaining in Cells V and VI.

Capital Improvements / Equipment Replacement represent approximately 6.7% of the budget for a total of \$3.5 million. The fiscal year 2023 capital improvements/equipment replacement budget remains the same 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 included in this document.

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, 2021 was \$38,451,890. The cost to construct Cell VII 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 VIII and IX. The

cost to close cells V and VI 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 fiscal year 2023 budget includes an additional \$8 million to be set aside to fund the construction of Cell VII and the flyover project at the Regional Landfill. The total proposed cost of the flyover is \$39.26 million and is planned to be open in fiscal year 2026. SPSA has entered into an agreement with the Virginia Department of Transportation for the construction of the flyover. The projected balance of the reserve as of June 30, 2022 is \$41,101,061.

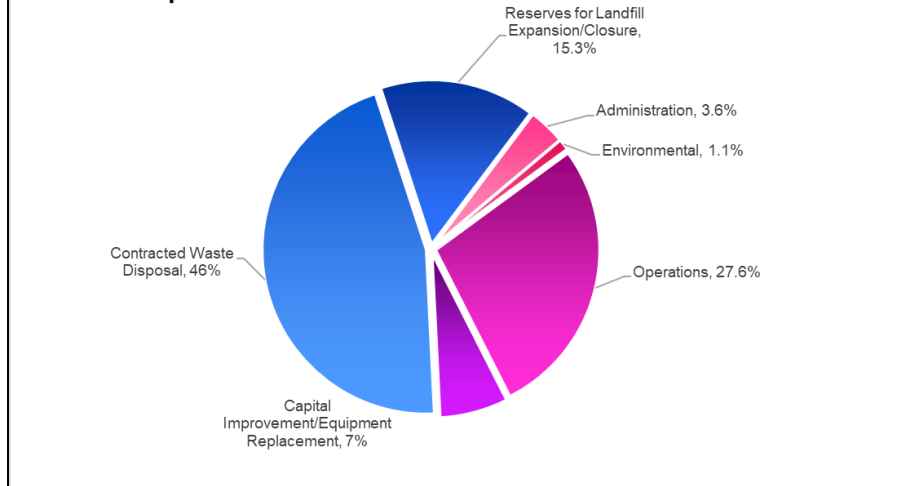
Operating and Capital Budget Summary

Revenues:	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget	%	%
				Change	of Total
Tipping Fees	\$ 45,477,193	\$ 45,951,468	\$ 50,145,512	9%	96%
Charges for Environmental Services (See Footnote 1)	1,159,747	1,036,650	1,255,000	21%	2%
Landfill Gas Recovery	214,923	260,000	90,000	-65%	0%
Miscellaneous Income (See Footnote 2)	1,945,860	268,729	258,729	-4%	0%
Interest Earnings	398,889	450,000	500,000	11%	1%
Fund Balance for Capital / Operating	952,431	191,127	-	-100%	0%
Total Revenue	\$ 50,149,043	\$ 48,157,974	\$ 52,249,241	8.5%	100%
Expenses:	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget	%	%
				Change	of Total
Operating Expenses	\$ 35,202,348	\$ 38,225,147	\$ 40,749,241	6.6%	78.0%
Capital Improvements / Equipment Replacement	4,145,053	3,691,127	3,500,000	-5%	6.7%
Reserves for Landfill Closure/Expansion	4,338,750	6,243,150	8,000,000	28%	15.3%
Total Expenses	\$ 43,686,151	\$ 48,159,424	\$ 52,249,241	8.5%	100%
Net Revenue / (Expense)	\$ 6,462,891	\$ (1,450)	\$ 0		
Footnotes:					
1 Charges for Environmental Services includes fees for disposal of household hazardous waste, white goods and tires.					
2 Miscellaneous Income consists of revenue generated from leased property, extending transfer station hours for localities, finance charges paid by customers and other miscellaneous items.					

Summary of Expenses by Cost Center

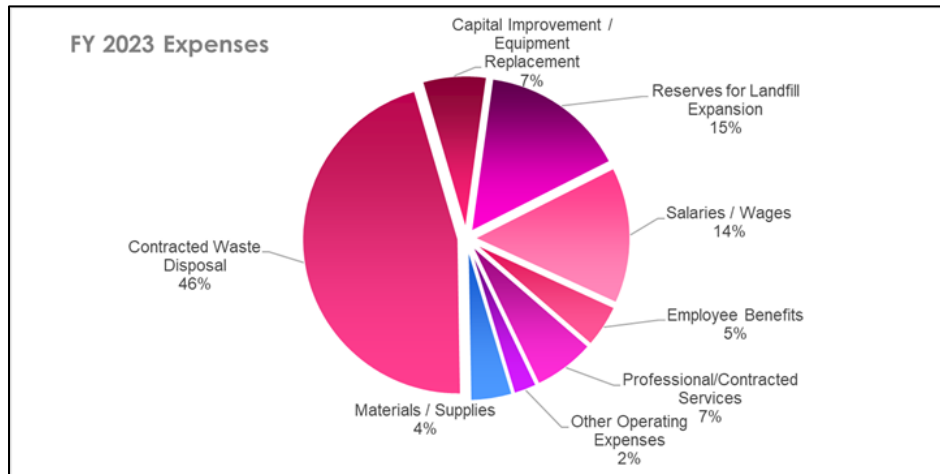
Cost Center	Description	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget	% Change	% Total
110	Accounting Department	\$ 348,139.83	\$ 362,327	\$ 262,393	-28%	1%
120	Executive Offices	627,113	914,615	913,780	0%	2%
130	Human Resources	136,211	148,310	133,508	-10%	0%
150	Regional Office Building	126,032	148,530	120,207	-19%	0%
160	Information Technology	394,999	408,893	451,423	10%	1%
200	Environmental Management	396,313	452,373	559,327	24%	1%
210	Household Hazardous Waste Program	68,105	90,830	-	-100%	0%
300	Operations Center	99,121	121,000	118,800	-2%	0%
310	Safety	192,716	210,918	213,257	1%	0%
320	Regional Landfill	2,828,353	3,229,265	3,162,554	-2%	6%
330	Tire Shredder	273,052	286,438	311,795	9%	1%
340	Fleet Maintenance - Operations Center	951,227	1,003,367	1,017,076	1%	2%
341	Fleet Maintenance - Regional Landfill Shop	413,434	381,672	430,353	13%	1%
350	Transportation	3,001,980	3,451,574	3,799,643	10%	7%
361	Boykins Transfer Station	16,640	23,655	25,150	6%	0%
362	Chesapeake Transfer Station	631,837	669,024	719,761	8%	1%
363	Franklin Transfer Station	276,759	284,538	322,583	13%	1%
364	Isle of Wight Transfer Station	335,072	306,469	322,358	5%	1%
365	Ivor Convenience Center	12,866	20,539	22,306	9%	0%
366	Landstown Transfer Station	1,077,061	1,173,206	1,176,472	0%	2%
367	Norfolk Transfer Station	848,824	920,424	911,853	-1%	2%
368	Oceana Transfer Station	498,736	553,092	586,242	6%	1%
369	Suffolk Transfer Station	470,772	461,777	481,935	4%	1%
370	Scalehouse Operations	567,678	603,888	776,272	29%	1%
900	Contracted Waste Disposal	20,604,307	21,993,420	23,905,192	9%	46%
	Waste Disposal & Services Agreement	14,020,407	14,266,691	15,445,192	8%	30%
	Waste Hauling & Disposal Agreement	6,583,901	6,820,210	8,460,000	24%	16%
	Waste Disposal Atlantic	-	906,519	-	-100%	0%
900	Capital Improvement / Equipment Replacement	4,145,053	3,691,127	3,500,000	-5%	7%
900	Suffolk Environmental Trust Fund	5,000	5,000	5,000	0%	0%
900	Reserves for Landfill Closure/Expansion	4,338,750	6,243,150	8,000,000	28%	15%
	Total Expenses	\$ 43,686,151	\$ 48,159,424	\$ 52,249,241	8.5%	100%

FY 2023 Expenses



Summary of Expenses by Object Code

Object	Description	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget	% Change	% Total
51000	Salaries / Wages	\$ 6,701,711	\$ 7,018,786	\$ 7,527,996	7%	14.4%
52000	Employee Benefits	2,103,809	2,255,331	2,368,315	5%	4.5%
53000	Professional/Contracted Services	3,204,652	3,775,303	3,379,174	-10%	6.5%
	Professional Services	67,340	161,756	98,528	-39%	
	Engineering Services	319,185	253,000	250,000	-1%	
	Legal Fees	119,215	325,000	225,000	-31%	
	Security Services (landfill only)	85,830	85,680	70,529	-18%	
	Maintenance Agreements	223,214	265,837	290,470	9%	
	Equipment Maintenance-Parts	783,886	963,050	682,250	-29%	
	Equipment Maintenance-Service			201,700		
	Equipment Maintenance-Scales			21,100		
	Building / Site Maintenance	656,570	701,641	556,928	-21%	
	Leachate Maintenance at Landfill	45,040	37,500	30,000	-20%	
	Permits	94,660	93,661	96,042	3%	
	Uniform Rental	42,733	50,608	50,727	0%	
	Other Contracted Services	766,978	837,570	805,900	-4%	
55000	Other Operating Expenses	1,162,063	1,300,747	1,269,060	-2%	2.4%
	Utilities	629,576	753,300	713,729	-5%	
	Insurance / Bonding	206,019	217,340	212,402	-2%	
	Equipment Rental	16,613	30,000	30,000	0%	
	Travel and Training	7,222	31,775	25,250	-21%	
	Tolls	179,279	191,940	210,019	9%	
	Other	123,354	76,392	77,660	2%	
56000	Materials / Supplies	1,414,254	1,866,561	2,284,504	22%	4.4%
	Truck and Equipment Fuel	566,292	911,753	1,286,652	41%	
	DEF		-	31,500	N/A	
	Truck and Equipment Tires	681,511	747,700	779,600	4%	
	Safety Apparel & Equipment	26,370	35,400	28,400	-20%	
	Other Supplies	140,080	171,708	158,352	-8%	
58000	Equipment / Furniture	6,552	10,000	10,000	0%	0.0%
58000	Contracted Waste Disposal	20,604,307	21,993,420	23,905,192	9%	45.8%
	Waste Disposal & Services Agreement	14,020,407	14,266,691	15,445,192	8%	
	Waste Hauling & Disposal Agreement	6,583,901	6,820,210	8,460,000	24%	
	Waste Disposal Atlantic	-	906,519	-	-100%	
59000	Debt Service	-	-	-	N/A	0.0%
59000	Capital Improvement / Equipment Replacement	4,145,053	3,691,127	3,500,000	-5%	6.7%
59000	Suffolk Environmental Trust Fund	5,000	5,000	5,000	0%	0.0%
59000	Reserves for Landfill Closure/Expansion	4,338,750	6,243,150	8,000,000	28%	15.3%
	Total Expenses	\$ 43,686,151	\$ 48,159,424	\$ 52,249,241	8.5%	100%



Fees and Charges for Solid Waste Management (Tip Fee Schedule)



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

Effective July 1, 2022

WASTE DISPOSAL - TRANSFER STATIONS	
Waste Delivered to All Disposal Points:	Rate
Municipal Solid Waste (delivered by or on behalf of any SPSA Member Community directly to a SPSA Transfer Station or directly to the WPI RDF Facility)	\$65 per ton
Contract Non-Municipal Customers (minimum 30,000 tpy)	\$56.00 per ton
Non-Contract Non-Municipal Customers	\$76 per ton
U.S. Navy Waste under contract with SPSA	Per Contract
Residential Solid Waste Delivered in accordance with Residential Guidelines (Billed to SPSA Member Community)(Minimum fee does not apply)	\$65 per ton
Certified Weight	\$20
Regulated Medical Waste is Prohibited at all SPSA Facilities. A Penalty will be charged Per Occurrence of \$250, Plus any Costs Incurred/Revenues Lost	

WASTE DISPOSAL - LANDFILL ONLY	
Waste Delivered to SPSA's Regional Landfill:	Rate
Municipal Solid Waste Unacceptable at Transfer Stations (delivered by or on behalf of any SPSA Member Community)	\$65 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	\$55 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

HOUSEHOLD HAZARDOUS WASTE	
User Fees:	Rate
Rate Per Resident Visit (Billed to SPSA Member Community)	\$37 per visit
Waste Accepted at SPSA's Regional Landfill (from Businesses)	
Businesses	Rate
Batteries (lead & rechargeable)	\$60 per ton
Alkaline Batteries	\$0.75 / lb.
SPSA reserves the right to reject certain quantities of batteries dependent on storage availability.	

MISCELLANEOUS	
Appliances with CFC Disposed at SPSA's Regional Landfill:	Rate
SPSA Member Community or Residents (Billed to SPSA Member Community)	\$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)

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

General Rate Explanation: Those wishing to dispose of soils as ADC **must** receive prior approval from the Landfill 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.

1. ADC10 (\$10 rate) applies to material of screen quality
2. ADC15 (\$15 rate) applies to material with manageable amounts of 1' or smaller debris such as brick, concrete, or asphalt
3. 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
4. ADC25 (\$25 rate) applies to material that contains a manageable amount of debris such as brick, concrete, or asphalt, larger than 2' or high moisture content

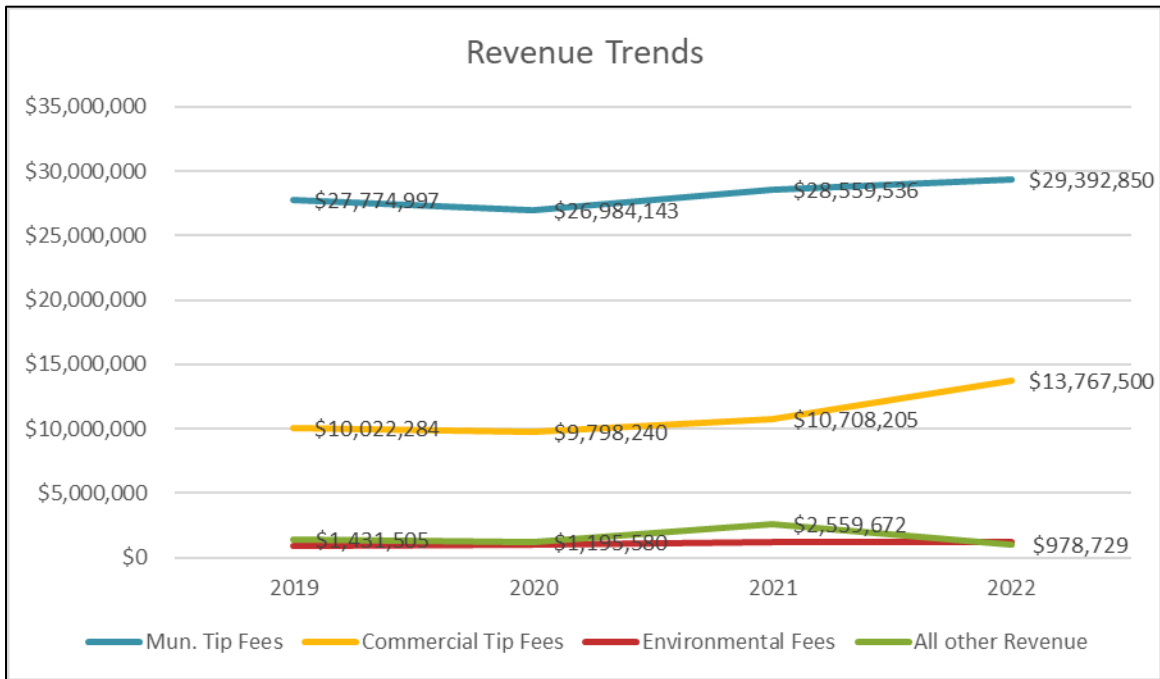
For any category of Waste Disposal which is based on weight, the Minimum Fee is \$20.00, unless otherwise noted above.

Revenue Details and Trends

Revenue Sources and Trends

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 and trust accounts.
- **Fund Balance for Capital/Operating** represents funds rolled over from a prior fiscal year for capital and/or operating expenses.



Revenue Detail

Southeastern Public Service Authority Revenue Detail											
		FY 2022 Budget			FY 2022 Projected			FY 2023 Budget			
		Revenue	Rate	Tonnage	Revenue	Rate	Tonnage	Revenue	Rate	Tonnage	
Tipping Fees		\$ 45,951,468			\$ 47,882,218			\$ 50,145,512			
	Municipal	29,392,850	\$61.00	481,850	27,639,100	\$61.00	453,100	31,320,250	\$65.00	481,850	
	Chesapeake	6,710,000		110,000	6,405,000		105,000	7,150,000		110,000	
\$31,320,000	Franklin	201,300		3,300	201,300		3,300	214,500		3,300	
	Isle of Wight	1,098,000		18,000	1,037,000		17,000	1,170,000		18,000	
	Norfolk	5,429,000		89,000	5,002,000		82,000	5,785,000		89,000	
	Portsmouth	2,562,000		42,000	2,440,000		40,000	2,730,000		42,000	
	Southampton County	658,800		10,800	658,800		10,800	702,000		10,800	
	Suffolk	3,123,200		51,200	2,745,000		45,000	3,328,000		51,200	
	Virginia Beach	9,610,550		157,550	9,150,000		150,000	10,240,750		157,550	
Note 1	Navy Solid Waste	1,358,688	\$53.28	25,500	1,358,688	\$53.28	25,500	1,399,449	\$54.88	25,500	
	Construction & Demolition Debris	495,000	\$55.00	9,000	385,000	\$55.00	7,000	495,000	\$55.00	9,000	
	Sludge-City of Norfolk	302,500	\$55.00	5,500	302,500	\$55.00	5,500	302,500	\$55.00	5,500	
	Other Tipping Fees	4,429,430			4,429,430			4,556,313			
	Contract Waste	7,085,000	\$54.50	130,000	8,447,500	\$54.50	155,000	6,944,000	\$56.00	124,000	
	WM Contract Waste							720,000	\$20.00	36,000	
	Non-Contract Waste	2,888,000	\$76.00	38,000	5,320,000	\$76.00	70,000	4,408,000	\$76.00	58,000	
Charges for Environmental Services		1,036,650			1,225,000			1,255,000			
	Tire program	600,000			750,000			770,000			
	Tires	550,000			700,000			720,000			
	State End User Reimbursement	50,000			50,000			50,000			
	Household Hazardous Waste Revenue	386,650	\$37/Trip		425,000	\$37/Trip		425,000	\$37/Trip		
	White Goods Program	50,000			50,000			60,000			
Landfill Gas Recovery		260,000			92,706			90,000			
Miscellaneous Income		268,729			268,729			258,729			
	Norfolk Transfer Station Weekend Hours	-			-			-			
	Extending Hours for Localities	95,000			95,000			100,000			
	American Tower Lease	29,850			29,850			29,850			
	Regional Office Building Lease	25,688			25,688			25,688			
	Clearfield Lease	53,191			53,191			53,191			
	Bi-Metals Lease	-			-			-			
	Finance Charges										
	Refund of Prior Year Expenses	15,000			15,000						
	Sale of Surplus Equipment										
	Purchasing Card Rebate	40,000			40,000			40,000			
	Miscellaneous (insurance recovery)	10,000			10,000			10,000			
Interest Earnings		450,000			550,000			500,000			
Fund Balance for Capital / Operating		191,127			191,127			-			
TOTAL REVENUES		\$ 48,157,974			\$ 50,209,780			\$ 52,249,241			
<p>Note 1: The rate shown for Navy Solid Waste reflects an average rate and not the actual contract rate.</p> <p>Miscellaneous Income consists of revenue generated from leased property, finance charges paid by customers and other miscellaneous items.</p>											

Historical and Projected Waste Stream (Tonnages)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY 2024	FY 2025	FY 2026	FY 2027
Member Community	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
Chesapeake	90,896	105,353	112,154	115,566	110,000	110,000	110,000	110,000	110,000	110,000
Franklin	2,698	2,955	3,276	3,543	3,300	3,300	3,300	3,300	3,300	3,300
Isle of Wight	16,883	17,265	17,102	17,948	18,000	18,000	18,000	18,000	18,000	18,000
Norfolk	62,587	90,129	92,423	93,632	89,000	89,000	89,000	89,000	89,000	89,000
Portsmouth	32,769	40,222	43,829	45,977	42,000	42,000	42,000	42,000	42,000	42,000
Southampton County	8,910	10,675	9,881	9,775	10,800	10,800	10,800	10,800	10,800	10,800
Suffolk	40,847	42,325	46,614	49,482	51,200	51,200	51,200	51,200	51,200	51,200
Virginia Beach	127,483	138,823	147,250	167,748	157,550	157,550	157,550	157,550	157,550	157,550
Total	383,073	447,747	472,529	503,671	481,850	481,850	481,850	481,850	481,850	481,850

Expense Details and Trends

Description of Cost Centers

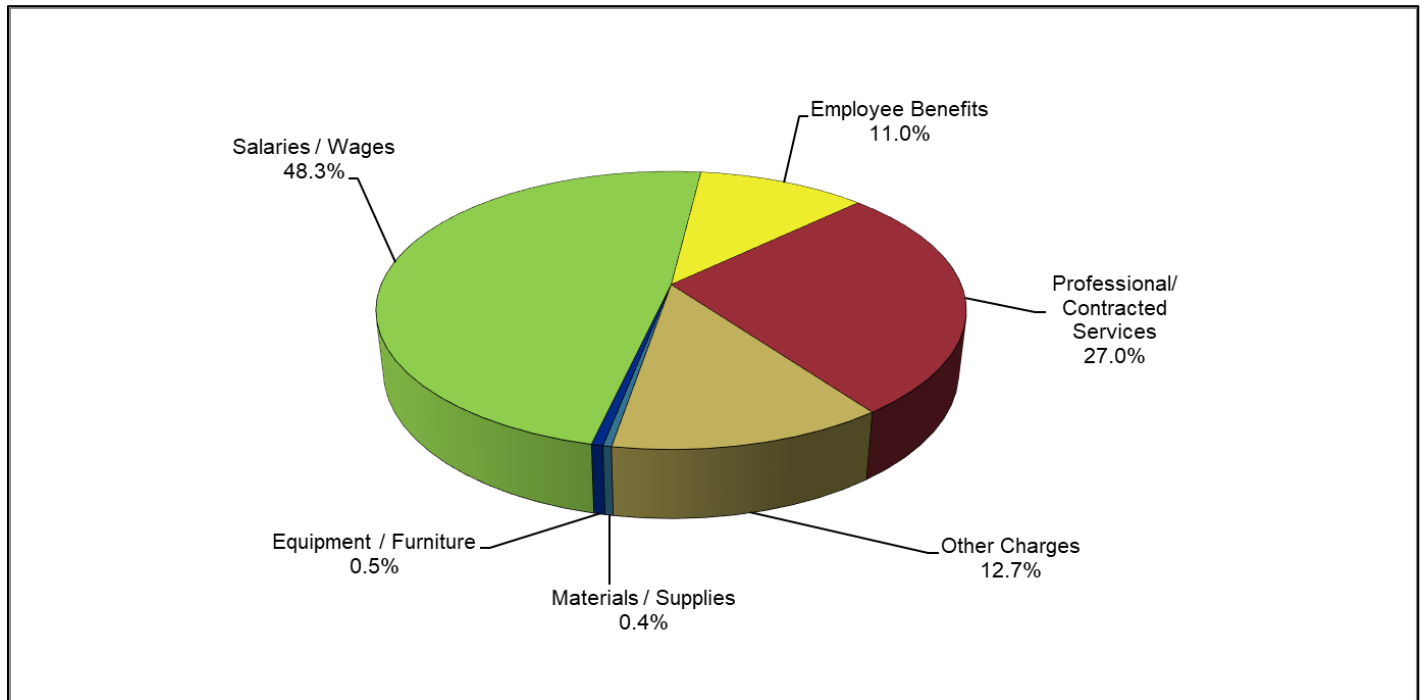
The various cost centers are comprised largely of personnel costs, professional and contracted services, supplies, and maintenance. The cost centers for SPSA are categorized as follows:

- **Administration:** accounting, executive office, human resources, purchasing, costs related to the regional office building and information technology
- **Environmental:** environmental management, the household hazardous waste program, and the white goods program located at the Regional Landfill in Suffolk
- **Operations:** 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, and the contracts to haul to Atlantic Landfill
- **Capital Improvement / Equipment Replacement:** 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:** required annual deposits to the Suffolk Landfill Environmental Trust
- **Reserves for Landfill Expansion/Closure:** funds being set aside to construct the flyover project, additional cells at the landfill, and to close cells that have reached capacity

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.

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
	51000	Salaries / Wages	\$ 848,451	\$ 850,964	\$ 850,964	\$ 909,222	7%	48.3%
	52000	Employee Benefits	192,441	202,110	202,110	206,943	2%	11.0%
	53000	Professional/Contracted Services	369,917	683,423	682,697	508,616	-26%	27.0%
	55000	Other Charges	208,620	226,970	226,970	239,178	5%	12.7%
	56000	Materials / Supplies	6,514	9,208	9,208	7,352	-20%	0.4%
	58000	Equipment / Furniture	6,552	10,000	10,000	10,000	0%	0.5%
		Total	\$ 1,632,495	\$ 1,982,675	\$ 1,981,949	\$ 1,881,311	-5%	100%



Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
110	Accounting Department							
	51100	Salaries Exempt	\$ 169,917	\$ 171,164	\$ 171,164	\$ 88,822	-48%	34%
	51110	Salaries Non-Exempt	37,905	36,421	36,421	38,242	5%	15%
	51200	Overtime	-	-	-	-	N/A	0%
	52100	Social Security/Medicare Tax	15,087	15,880	15,880	9,720	-39%	4%
	52200	VRS Retirement	647	939	939	994	6%	0%
	52300	Health Insurance	37,284	36,894	36,894	29,749	-19%	11%
	52400	VRS life Insurance	2,701	2,782	2,782	1,703	-39%	1%
	52600	Unemployment Insurance	79	79	79	53	-33%	0%
	52700	Workers Compensation	108	104	104	65	-38%	0%
	53130	Professional Services	34,848	45,000	45,000	38,450	-15%	15%
	53600	Advertising	836	2,000	2,000	500	-75%	0%
	53700	Trustee Expense	1,000	1,000	1,000	1,000	0%	0%
	55300	Insurance/Bonding	1,488	1,632	1,632	1,020	-38%	0%
	55510	Travel and Training	-	100	100	75	-25%	0%
	55815	Bank Fees / Svc Charges	46,239	48,332	48,332	52,000	8%	20%
		Total Expenses	\$ 348,140	\$ 362,327	\$ 362,327	\$ 262,393	-28%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Accounting Manager	1	1	0			
		Financial Support & Scalehouse Administrator	1	1	1			
	Non-Exempt Positions							
		Accounting Specialist	1	1	1			
		Total	3	3	2			
Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
120	Executive Offices							
	51100	Salaries Exempt	\$ 411,776	\$ 412,757	\$ 412,757	\$ 550,005	33%	60%
	51110	Salaries Non-Exempt	-	-	-	-	N/A	0%
	52100	Social Security/Medicare Tax	27,125	31,576	31,576	42,075	33%	5%
	52200	VRS Retirement	2,814	1,728	1,728	7,274	321%	1%
	52300	Health Insurance	28,097	25,686	25,686	44,951	75%	5%
	52400	VRS life Insurance	5,340	5,531	5,531	7,370	33%	1%
	52600	Unemployment Insurance	79	79	79	132	67%	0%
	52700	Workers Compensation	216	206	206	281	36%	0%
	53130	Professional Services	21,904	100,000	100,000	20,000	-80%	2%
	53150	Legal Fees	119,215	325,000	325,000	225,000	-31%	25%
	53600	Advertising	3,384	3,500	3,500	3,500	0%	0%
	55300	Insurance/Bonding	2,928	3,252	3,252	4,392	35%	0%
	55510	Travel and Training	3,075	4,500	4,500	8,000	78%	1%
	55810	Membership & Professional Dues	829	400	400	400	0%	0%
	56100	Office Supplies	-	-	-	-	N/A	0%
	56110	Dues & Subscriptions	202	400	400	400	0%	0%
	56300	Safety Apparel & Equipment	130	-	-	-	N/A	0%
		Total Expenses	\$ 627,113	\$ 914,615	\$ 914,615	\$ 913,780	0%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Executive Director	1	1	1			
		Deputy Executive Director	1	1	1			
		Director Administration	0	0	1			
		Director of Finance	0	0	1			
		Executive Assistant	1	1	1			
		Total	3	3	5			

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
130	Human Resources							
	51100	Salaries Exempt	\$ 71,680	\$ 71,548	\$ 71,548	\$ 75,125	5%	56%
	51110	Salaries Non-Exempt	-	-	-	-	N/A	0%
	52100	Social Security/Medicare Tax	5,208	5,473	5,473	5,747	5%	4%
	52200	VRS Retirement	-	-	-	-	100%	0%
	52300	Health Insurance	35,675	29,811	29,811	23,864	-20%	18%
	52400	VRS life Insurance	931	959	959	1,007	5%	1%
	52600	Unemployment Insurance	26	26	26	26	0%	0%
	52700	Workers Compensation	48	12,829	12,829	39	-100%	0%
	53110	Medical Fees	9,337	11,000	11,000	10,000	-9%	7%
	53130	Professional Services	1,042	1,500	1,500	1,500	0%	1%
	53600	Advertising	2,351	3,000	3,000	4,000	33%	3%
	55300	Insurance/Bonding	624	564	564	600	6%	0%
	55510	Travel and Training	359	1,000	1,000	1,000	0%	1%
	55810	Membership & Professional Dues	469	600	600	600	0%	0%
	55820	Awards Program	8,462	10,000	10,000	10,000	0%	7%
		Total Expenses	\$ 136,211	\$ 148,310	\$ 148,310	\$ 133,508	-10%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Human Resources Generalist	1	1	1			
	Non-Exempt Positions							
		Human Resources Assistant - Part Time	0.6	0	0			
		Total	1.6	1	1			

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
150	Regional Office Building							
	53170	Fire Protection	\$ 140	\$ 250	\$ 250	\$ 250	0%	0%
Note A	53310	Maintenance Agreements	27,040	32,000	32,000	32,000	0%	27%
	53320	Grounds Maintenance	11,854	10,000	10,000	10,000	0%	8%
	53410	Building / Site Maintenance	47,146	58,500	58,500	30,000	-49%	25%
	55100	Electricity	18,443	23,000	23,000	23,945	4%	20%
	55120	Heating/gas	1,067	1,000	1,000	1,000	0%	1%
	55130	Water / Sewer	9,248	9,700	9,700	9,700	0%	8%
Note B	55210	Postage	1,049	1,800	1,800	1,800	0%	1%
	55300	Insurance/Bonding	6,192	6,780	6,780	6,012	-11%	5%
Note B	56100	Office Supplies	2,263	4,000	4,000	4,000	0%	3%
	56140	Other Operating Supplies	1,589	1,500	1,500	1,500	0%	1%
		Total Expenses	\$ 126,032	\$ 148,530	\$ 148,530	\$ 120,207	-19%	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 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
160	Information Technology							
	51100	Salaries Exempt	\$ 157,173	\$ 159,074	\$ 159,074	\$ 157,028	-1%	35%
	52100	Social Security/Medicare Tax	11,785	12,169	12,169	12,013	-1%	3%
	52200	VRS Retirement	1,515	1,728	1,728	1,569	-9%	0%
	52300	Health Insurance	15,470	15,366	15,366	16,074	5%	4%
	52400	VRS life Insurance	2,070	2,132	2,132	2,104	-1%	0%
	52600	Unemployment Insurance	53	53	53	53	0%	0%
	52700	Workers Compensation	84	80	80	80	0%	0%
	53130	Professional Services	208	1,356	630	26,706	1869%	6%
	53310	Maintenance Agreements	89,612	89,317	89,317	105,710	18%	23%
	55200	Telephone	107,008	113,050	113,050	116,374	3%	26%
	55300	Insurance/Bonding	1,140	1,260	1,260	1,260	0%	0%
	55510	Travel and Training	-	-	-	1,000	N/A	0%
	56110	Dues & Subscriptions	1,853	2,808	2,808	1,452	-48%	0%
	56200	Vehicle / Equipment Fuel	-	-	-	-	N/A	0%
	56410	Small Equipment	476	500	500	-	-100%	0%
	58200	Computer Hardware	6,552	10,000	10,000	10,000	0%	2%
		Total Expenses	\$ 394,999	\$ 408,893	\$ 408,167	\$ 451,423	10%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
Exempt Positions								
		Applications Administrator	1	1	0			
		Network Administrator	1	1	1			
		Information Technology Support Specialist	0	0	1			
		Total	2	2	2			

Environmental Management

The Environmental Management Department 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.

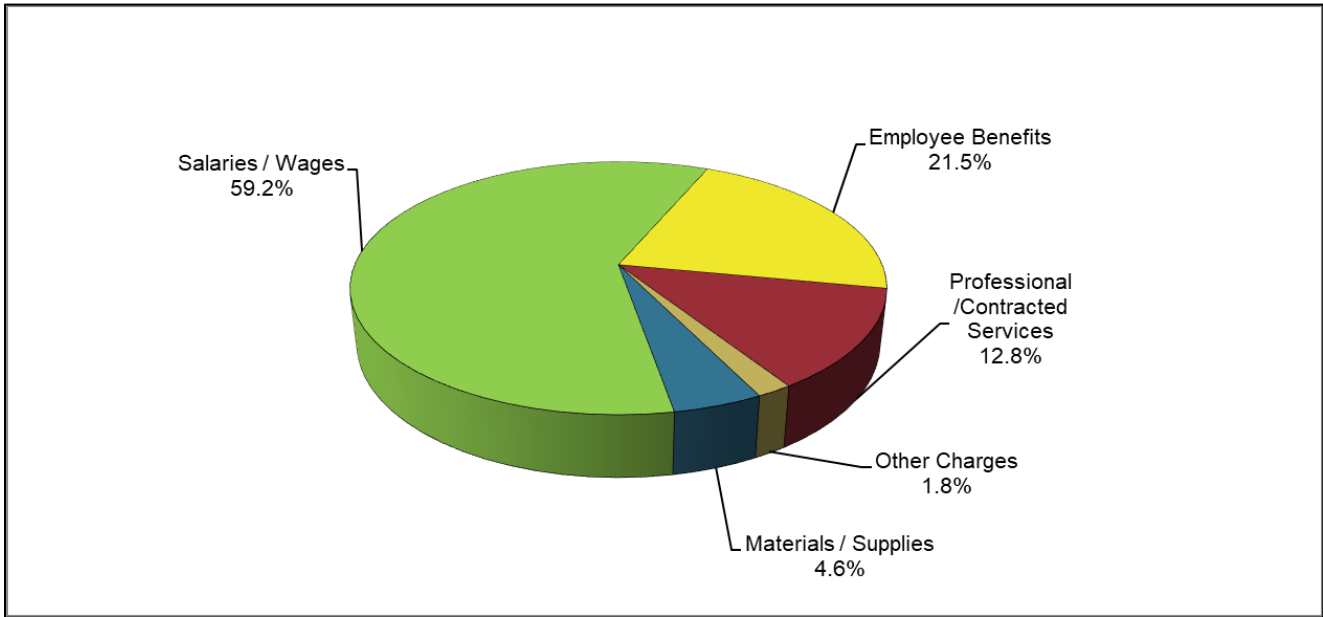
The Environmental Management Department also runs the Household Hazardous Waste and White Goods programs. The HHW collection facility at the regional landfill in Suffolk is open full time, Monday through Friday and a half-day Saturday. The Norfolk facility is open a half-day on Tuesday and a half-day 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 and free of charge to the resident, 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.

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 maximize 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.



Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
51000	Salaries / Wages	\$ 292,736	\$ 327,643	\$ 327,643	\$ 331,367	1%	60.3%
52000	Employee Benefits	93,919	103,908	103,908	120,383	16%	19.1%
53000	Professional/Contracted Services	60,469	77,600	77,600	71,772	-8%	14.3%
55000	Other Charges	5,958	11,192	11,192	10,201	-9%	2.1%
56000	Materials / Supplies	11,335	22,860	22,860	25,604	12%	4.2%
		\$ 464,418	\$ 543,203	\$ 543,203	\$ 559,327	3%	100%



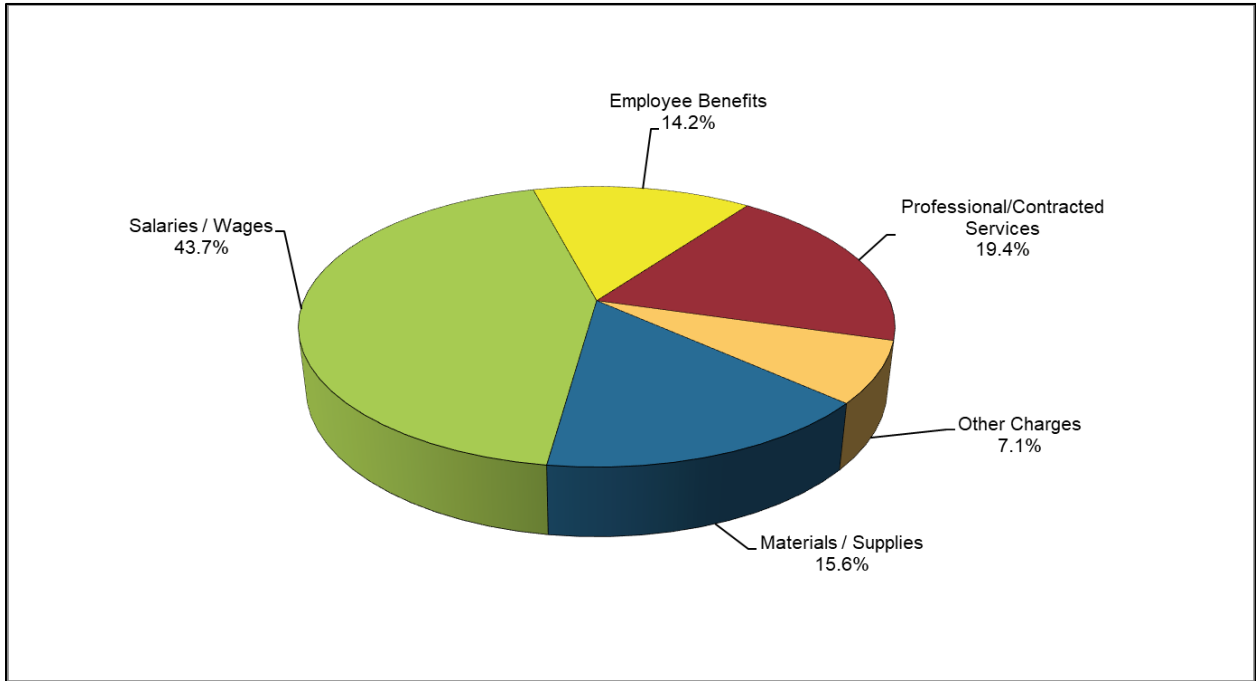
Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
200		Environmental Management						
	51100	Salaries Exempt	\$ 167,272	\$ 178,912	\$ 178,912	\$ 181,991	2%	33%
	51110	Salaries Non-Exempt	122,339	146,731	146,731	142,525	-3%	25%
	51200	Overtime	3,125	2,000	2,000	6,851	243%	1%
	52100	Social Security/Medicare Tax	21,799	25,065	25,065	25,350	1%	5%
	52200	VRS Retirement	1,375	2,066	2,066	3,006	45%	1%
	52300	Health Insurance	58,984	65,538	65,538	80,583	23%	14%
	52400	VRS Life Insurance	3,987	4,355	4,355	4,349	0%	1%
	52600	Unemployment Insurance	190	185	185	185	0%	0%
	52700	Workers Compensation	7,584	6,699	6,699	6,910	3%	1%
	53110	Medical Fees	\$ -	\$ 1,450	\$ 1,450	\$ 1,872	29%	0%
	53160	Environmental Testing	2,250	2,000	2,000	700	-65%	0%
	53210	Uniform Rental	1,876	2,700	2,700	2,700	0%	0%
	53330	Hazardous Waste Cleanup & Disposal	-	2,000	2,000	56,500	2725%	10%
	53400	Equipment Maintenance-Parts	-	1,000	1,000	4,500	350%	1%
	53401	Equipment Maintenance-Service	-	-	-	4,000	N/A	1%
	53410	Building / Site Maintenance	-	-	-	1,500	N/A	0%
	53600	Advertising	524	500	500	-	-100%	0%
	55100	Electricity	-	-	-	3,005	N/A	1%
	55210	Postage	-	-	-	-	N/A	0%
	55300	Insurance/Bonding	2,400	2,772	2,772	3,996	44%	1%
	55510	Travel and Training	386	3,000	3,000	2,000	-33%	0%
	55810	Membership & Professional Dues	223	200	200	200	0%	0%
	55830	EMS Support Program	50	1,000	1,000	1,000	0%	0%
	56100	Office Supplies	360	1,200	1,200	500	-58%	0%
	56140	Other Operating Supplies	1,035	2,500	2,500	3,700	48%	1%
	56200	Vehicle / Equipment Fuel	-	-	-	12,604	N/A	2%
	56220	Vehicle / Equipment Tires	-	-	-	5,000	N/A	1%
	56300	Safety Apparel & Equipment	551	500	500	2,300	360%	0%
	56410	Small Equipment	-	-	-	1,500	N/A	0%
		Total Expenses	\$ 396,313	\$ 452,373	\$ 452,373	\$ 559,327	24%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Assistant Landfill & Environmental Manager	1	1	0			
		Environmental Manager	0	0	1			
		Landfill & Environmental Compliance Specialist	1	1	0			
		Sampling Coordinator	0	0	1			
		Environmental Specialist	1	1	1			
	Non-Exempt Positions							
		Environmental Technician	4	4	4			
		Total	7	7	7			

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.

Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
51000	Salaries / Wages	\$ 5,560,524	\$ 5,840,179	\$ 5,840,179	\$ 6,287,407	8%	43.7%
52000	Employee Benefits	1,817,449	1,949,313	1,949,313	2,040,988	5%	14.2%
53000	Professional/Contracted Services	2,170,982	2,390,280	2,384,248	2,798,786	17%	19.4%
55000	Other Charges	947,486	1,062,585	1,054,298	1,019,681	-4%	7.1%
56000	Materials / Supplies	1,396,405	1,834,493	1,834,493	2,251,548	23%	15.6%
		\$ 11,892,845	\$ 13,076,849	\$ 13,062,530	\$ 14,398,410	10%	100%



Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
300	Operations Center							
Note A	53310	Maintenance Agreements	\$ 12,783	\$ 20,000	\$ 20,000	\$ 15,000	-25%	13%
	53320	Grounds Maintenance	4,345	7,500	7,500	7,500	0%	6%
	53400	Equipment Maintenance-Parts	-	-	-	-	N/A	0%
	53410	Building / Site Maintenance	37,522	48,000	48,000	40,000	-17%	34%
	55100	Electricity	33,180	36,500	36,500	47,300	30%	40%
	55120	Heating/gas	9,380	8,000	8,000	8,000	0%	7%
	55300	Insurance/Bonding	1,919	-	-	-	N/A	0%
	56140	Other Operating Supplies	-	1,000	1,000	1,000	0%	1%
	56200	Vehicle / Equipment Fuel	(9)	-	-	-	N/A	0%
		Total Expenses	\$ 99,121	\$ 121,000	\$ 121,000	\$ 118,800	-2%	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.

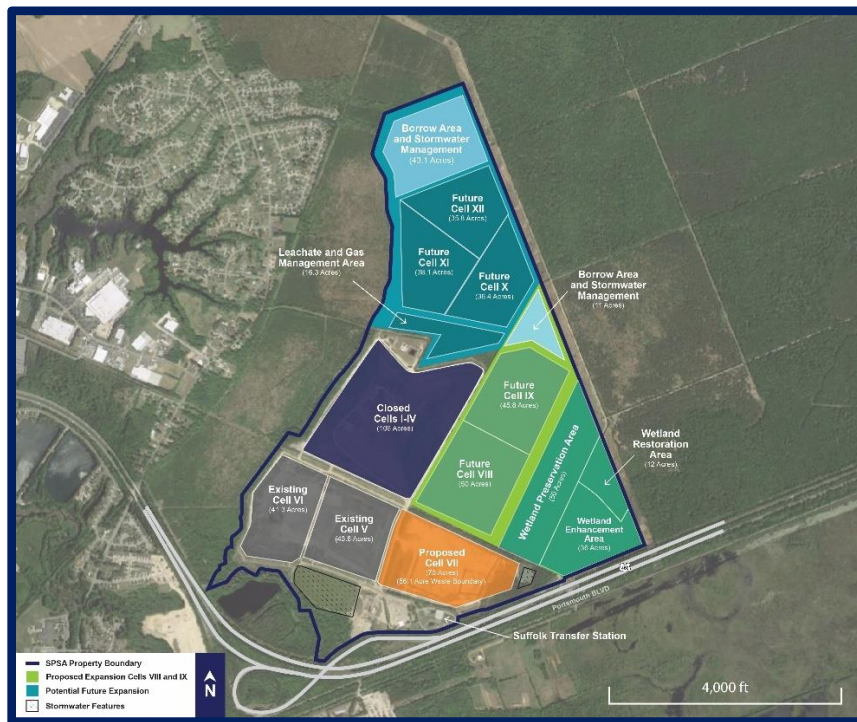
Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
310	Safety							
	51100	Salaries Exempt	\$ 132,741	\$ 136,861	\$ 136,861	\$ 143,704	5%	67%
	52100	Social Security/Medicare Tax	9,334	10,470	10,470	10,993	5%	5%
	52200	VRS Retirement	991	1,728	1,728	1,828	6%	1%
	52300	Health Insurance	28,861	32,418	32,418	34,039	5%	16%
	52400	VRS Life Insurance	1,710	1,834	1,834	1,926	5%	1%
	52600	Unemployment Insurance	61	53	53	52	-2%	0%
	52700	Workers Compensation	6,084	6,221	6,221	2,649	-57%	1%
	53160	Environmental Testing	-	1,000	1,000	-	-100%	0%
	53400	Equipment Maintenance-Parts	38	1,000	1,000	750	-25%	0%
	53401	Equipment Maintenance-Service	-	-	-	250	N/A	0%
	55210	Postage	-	60	60	60	0%	0%
	55300	Insurance/Bonding	1,092	1,188	1,188	1,272	7%	1%
	55510	Travel and Training	814	1,850	1,850	1,350	-27%	1%
	55700	Toll Roads	622	735	735	735	0%	0%
	55810	Membership & Professional Dues	1,126	1,200	1,200	1,200	0%	1%
	55820	Awards Programs	-	-	-	2,500	N/A	1%
	56100	Office Supplies	623	500	500	500	0%	0%
	56110	Dues & Subscriptions	336	500	500	500	0%	0%
	56140	Other Operating Supplies	230	-	-	-	N/A	0%
	56200	Vehicle / Equipment Fuel	547	1,400	1,400	2,549	82%	1%
	56220	Vehicle / Equipment Tires	-	500	500	1,000	100%	0%
	56300	Safety Apparel & Equipment	4,588	11,000	11,000	5,000	-55%	2%
	56410	Small Equipment	2,918	400	400	400	0%	0%
		Total Expenses	\$ 192,716	\$ 210,918	\$ 210,918	\$ 213,257	1%	100%

Personnel - Full Time Equivalent (FTE)

	FY 2021	FY 2022	FY 2023
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 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. SPSA is currently in the process of working with the Army Corps of Engineers in the development of an Environmental Impact Statement, which would be required for wetlands permitting for Cells VIII and XI.



Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
320	Regional Landfill							
	51100	Salaries Exempt	\$ 83,909	\$ 146,534	\$ 146,534	\$ 165,925	13%	5%
	51110	Salaries Non-Exempt	359,804	459,478	459,478	453,870	-1%	14%
	51200	Overtime	35,211	30,000	30,000	36,574	22%	1%
	52100	Social Security/Medicare Tax	34,973	48,655	48,655	49,824	2%	2%
	52200	VRS Retirement	5,688	10,233	10,233	8,160	-20%	0%
	52300	Health Insurance	101,097	120,684	120,684	95,785	-21%	3%
	52400	VRS Life Insurance	6,019	7,831	7,831	7,540	-4%	0%
	52600	Unemployment Insurance	342	370	370	343	-7%	0%
	52700	Workers Compensation	13,536	11,231	11,231	12,882	15%	0%
	53120	Security Service	85,830	85,680	85,680	70,529	-18%	2%
	53130	Professional Services	-	-	-	-	N/A	0%
Note A	53140	Engineering Services	317,678	248,000	248,000	248,000	0%	8%
	53145	Landfill Survey	1,508	5,000	5,000	2,000	-60%	0%
	53160	Environmental Testing	75,774	100,000	100,000	90,000	-10%	3%
	53170	Fire Protection	371	1,000	1,000	1,000	0%	0%
	53200	Temporary Employment Services	24,141	34,320	34,320	30,000	-13%	1%
	53210	Uniform Rental	4,393	6,400	6,400	6,400	0%	0%
	53310	Maintenance Agreements	9,285	13,080	13,080	13,080	0%	0%
	53320	Grounds Maintenance	-	-	-	10,000	N/A	0%
	53400	Equipment Maintenance-Parts	251,654	292,050	292,050	216,000	-26%	7%
	53401	Equipment Maintenance-Service	-	-	-	72,050	N/A	2%
	53410	Building / Site Maintenance	103,426	125,000	125,000	100,000	-20%	3%
	53420	Leachate Pumping Station	45,040	37,500	37,500	30,000	-20%	1%
	53800	Permits	37,302	36,505	36,505	36,505	0%	1%
	53820	Suffolk Good Neighbor/Host Fee	603,283	624,000	624,000	610,000	-2%	19%
	55100	Electricity	20,627	32,000	32,000	38,560	21%	1%
	55120	Heating/gas	-	-	-	-	N/A	0%
	55130	Water / Sewer	13,536	14,000	14,000	14,000	0%	0%
	55150	Leachate Treatment	291,996	380,000	380,000	300,000	-21%	9%
	55220	Radio Communications	6,597	1,500	1,500	1,000	-33%	0%
	55300	Insurance/Bonding	26,136	26,064	26,064	26,448	1%	1%
	55350	Landfill Fire Expenses	50,001	-	-	-	N/A	0%
	55400	Equipment Rental	16,613	30,000	30,000	30,000	0%	1%
	55510	Travel and Training	890	10,000	10,000	5,000	-50%	0%
	55810	Membership & Professional Dues	323	300	300	300	0%	0%
	56100	Office Supplies	1,040	850	850	850	0%	0%
	56110	Dues & Subscriptions	12,491	13,000	13,000	13,000	0%	0%
	56140	Other Operating Supplies	29,013	49,400	49,400	40,000	-19%	1%
	56200	Vehicle / Equipment Fuel	131,720	196,000	196,000	291,929	49%	9%
	56210	DEF	-	-	-	4,000	N/A	0%
	56220	Vehicle / Equipment Tires	19,660	25,000	25,000	25,000	0%	1%
	56300	Safety Apparel & Equipment	3,844	2,600	2,600	2,000	-23%	0%
	56410	Small Equipment	3,602	5,000	5,000	4,000	-20%	0%
		Total Expenses	\$ 2,828,353	\$ 3,229,265	\$ 3,229,265	\$ 3,162,554	-2%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Director of Operations	0	0	1			
		Landfill & Environmental Manager	1	1	0			
		Landfill Supervisor	1	1	1			
	Non-Exempt Positions							
		Landfill Equipment Operator, Sr.	4	3	3			
		Landfill Equipment Operator	6.5	6.5	5.5			
		Landfill/Environmental Support Speci	1	1	1			
		Solid Waste Assistant	1	1	1			
		Total	14.50	13.50	12.50			
Note A: Engineering services is for ground water monitoring, landfill gas monitoring, permit compliance and other environmental consulting.								

Tire Shredder

One of SPSA's earliest programs, the shredding of tires began 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, but with the purchase of a new primary tire shredder in the Spring of 2021, SPSA is more than capable of managing all of the region's tire disposal needs. The FY 2023 budget anticipates an additional \$20,000 in revenue from tire processing.

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
330	Tire Shredder							
	51100	Salaries Exempt	\$ 53,252	\$ 51,418	\$ 51,418	\$ 53,988	5%	17%
	51110	Salaries Non-Exempt	75,714	75,270	75,270	79,034	5%	25%
	51200	Overtime	4,323	2,500	2,500	-	-100%	0%
	52100	Social Security/Medicare Tax	10,121	9,883	9,883	10,176	3%	3%
	52200	VRS Retirement	3,231	3,269	3,269	3,459	6%	1%
	52300	Health Insurance	25,956	25,686	25,686	26,970	5%	9%
	52400	VRS Life Insurance	1,648	1,698	1,698	1,783	5%	1%
	52600	Unemployment Insurance	79	79	79	79	0%	0%
	52700	Workers Compensation	2,652	2,457	2,457	2,774	13%	1%
	53210	Uniform Rental	1,388	1,525	1,525	1,525	0%	0%
	53400	Equipment Maintenance-Parts	39,197	70,000	70,000	50,000	-29%	16%
	53401	Equipment Maintenance-Service	-	-	-	10,000	N/A	3%
	53410	Building / Site Maintenance	21,092	6,500	6,500	34,500	431%	11%
	53600	Advertising	735	-	-	-	N/A	0%
	53800	Permits	5,138	4,763	4,763	4,961	4%	2%
	55100	Electricity	6,541	10,000	10,000	7,782	-22%	2%
	55300	Insurance/Bonding	3,180	3,468	3,468	3,540	2%	1%
	55430	Tire De-Rimming Service	3,369	5,000	5,000	1,000	-80%	0%
	56100	Office Supplies	258	200	200	200	0%	0%
	56140	Other Operating Supplies	1,373	500	500	500	0%	0%
	56200	Vehicle / Equipment Fuel	7,146	4,522	4,522	11,524	155%	4%
	56210	DEF	-	-	-	1,000	N/A	0%
	56220	Vehicle / Equipment Tires	4,460	5,000	5,000	5,000	0%	2%
	56300	Safety Apparel & Equipment	712	700	700	500	-29%	0%
	56410	Small Equipment	1,489	2,000	2,000	1,500	-25%	0%
		Total Expenses	\$ 273,052	\$ 286,438	\$ 286,438	\$ 311,795	9%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Tire Shredder Supervisor	1	1	1			
	Non-Exempt Positions							
		Heavy Equipment Operator	2	2	2			
		Total	3	3	3			

Fleet Maintenance

SPSA has two maintenance facilities to serve the authority's needs: 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 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
340	Fleet Maintenance - Operations Center							
	51100	Salaries Exempt	\$ 121,921	\$ 141,064	\$ 141,064	\$ 148,117	5%	15%
	51110	Salaries Non-Exempt	531,628	529,479	529,479	538,569	2%	53%
	51200	Overtime	2,552	6,000	6,000	5,514	-8%	1%
	52100	Social Security/Medicare Tax	46,730	51,756	51,756	52,953	2%	5%
	52200	VRS Retirement	2,342	2,925	2,925	4,497	54%	0%
	52300	Health Insurance	150,413	154,230	154,230	157,651	2%	16%
	52400	VRS Life Insurance	8,377	8,975	8,975	9,185	2%	1%
	52600	Unemployment Insurance	304	317	317	317	0%	0%
	52700	Workers Compensation	14,784	14,664	14,664	11,671	-20%	1%
	53170	Fire Protection	3,336	3,000	3,000	3,000	0%	0%
	53210	Uniform Rental	3,663	3,961	3,961	3,961	0%	0%
	53400	Equipment Maintenance-Parts	9,520	16,000	16,000	12,000	-25%	1%
	53401	Equipment Maintenance-Service	-	-	-	4,000	N/A	0%
	55300	Insurance/Bonding	20,987	19,056	19,056	17,376	-9%	2%
	55510	Travel and Training	-	3,000	3,000	3,000	0%	0%
	55700	Toll Roads	485	500	500	600	20%	0%
	55810	Membership & Professional Dues	544	500	500	500	0%	0%
	56100	Office Supplies	1,369	2,000	2,000	2,000	0%	0%
	56110	Dues & Subscriptions	-	3,500	3,500	5,500	57%	1%
	56140	Other Operating Supplies	11,928	17,000	17,000	15,000	-12%	1%
	56200	Vehicle / Equipment Fuel	2,913	6,440	6,440	6,665	3%	1%
	56220	Vehicle / Equipment Tires	2,330	2,000	2,000	2,000	0%	0%
	56300	Safety Apparel & Equipment	2,201	3,000	3,000	3,000	0%	0%
	56410	Small Equipment	12,901	14,000	14,000	10,000	-29%	1%
		Total Expenses	\$ 951,227	\$ 1,003,367	\$ 1,003,367	\$ 1,017,076	1%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
Exempt Positions								
		Fleet Manager	1	1	1			
		Fleet Management Coordinator	1	1	1			
Non-Exempt Positions								
		Lead Equipment Mechanic	1	1	1			
		Equipment Mechanic	4	4	4			
		Preventive Maintenance Mechanic	1	1	1			
		Welder	1	1	1			
		Mechanics Helper	1	1	1			
		Fleet Support Specialist	1	1	1			
		Storekeeper	1	1	1			
		Total	12	12	12			

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
341	Fleet Maintenance - Regional Landfill Shop							
	51100	Salaries Exempt	\$ 110,430	\$ 84,593	\$ 84,593	\$ 88,822	5%	21%
	51110	Salaries Non-Exempt	194,595	177,677	177,677	195,625	10%	45%
	51200	Overtime	884	3,240	3,240	7,949	145%	2%
	52100	Social Security/Medicare Tax	22,624	20,311	20,311	22,368	10%	5%
	52200	VRS Retirement	1,910	2,786	2,786	1,350	-52%	0%
	52300	Health Insurance	36,780	45,456	45,456	57,903	27%	13%
	52400	VRS Life Insurance	3,160	3,514	3,514	3,812	8%	1%
	52600	Unemployment Insurance	106	106	106	107	1%	0%
	52700	Workers Compensation	5,028	4,798	4,798	5,389	12%	1%
	53210	Uniform Rental	1,008	1,400	1,400	1,400	0%	0%
	53400	Equipment Maintenance-Parts	1,179	6,000	6,000	5,000	-17%	1%
	53401	Equipment Maintenance-Service	-	-	-	1,000	N/A	0%
	53410	Building / Site Maintenance	13,611	-	-	-	N/A	0%
	55100	Electricity	7,643	6,000	6,000	7,183	20%	2%
	55300	Insurance/Bonding	-	4,080	4,080	4,836	19%	1%
	55510	Travel and Training	-	1,000	-	-	-100%	0%
	55700	Toll Roads	221	205	205	205	0%	0%
	56100	Office Supplies	205	400	400	400	0%	0%
	56110	Dues & Subscriptions	1,937	1,950	1,950	1,950	0%	0%
	56140	Other Operating Supplies	589	2,000	2,000	3,000	50%	1%
	56200	Vehicle / Equipment Fuel	2,880	5,656	5,656	10,954	94%	3%
	56220	Vehicle / Equipment Tires	218	1,200	1,200	1,200	0%	0%
	56300	Safety Apparel & Equipment	280	900	900	900	0%	0%
	56410	Small Equipment	8,147	8,400	8,400	9,000	7%	2%
		Total Expenses	\$ 413,434	\$ 381,672	\$ 380,672	\$ 430,353	13%	100%
Personnel - Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Heavy Equipment Manager	1	1	1			
	Non-Exempt Positions							
		Lead Equipment Mechanic	1	1	1			
		Equipment Mechanic	2	2	2			
		Total	4	4	4			

Transportation

SPSA's transportation division is primarily responsible for hauling processible waste from SPSA's transfer stations to the refuse derived fuel (RDF) plant, owned and operated by WIN Waste Innovations/Wheeabrator Portsmouth, Inc., in Portsmouth and hauling waste from the western communities to Atlantic Landfill in Waverly. The daytime staff work 8-hour shifts five days a week with staggered start times between 8:00 AM and 10:00 AM. The nighttime staff work 10-hour shifts Tuesday through Friday from 8:00 PM until 6:00 AM.



Waste Tonnages Hauled and Miles Driven

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Tons	559,065	471,876	427,831	450,390	468,927
Miles	755,962	685,715	644,670	645,470	670,349

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
350	Transportation							
	51100	Salaries Exempt	\$ 83,977	\$ 84,593	\$ 84,593	\$ 88,822	5%	2%
	51110	Salaries Non-Exempt	1,322,899	1,404,759	1,404,759	1,462,265	4%	38%
	51200	Overtime	158,968	180,000	180,000	230,320	28%	6%
	52100	Social Security/Medicare Tax	111,577	127,705	127,705	135,888	6%	4%
	52200	VRS Retirement	7,677	11,604	11,604	12,205	5%	0%
	52300	Health Insurance	270,595	292,875	292,875	307,543	5%	8%
	52400	VRS Life Insurance	16,121	18,134	18,134	19,002	5%	1%
	52600	Unemployment Insurance	853	898	898	898	0%	0%
	52700	Workers Compensation	71,592	75,880	75,880	82,357	9%	2%
	53210	Uniform Rental	11,568	13,670	13,670	13,670	0%	0%
	53310	Maintenance Agreements	5,193	5,200	5,200	5,200	0%	0%
	53400	Equipment Maintenance-Parts	264,737	300,000	300,000	252,000	-16%	7%
	53401	Equipment Maintenance-Service	-	-	-	25,000	N/A	1%
	53410	Building / Site Maintenance	7,474	10,000	5,000	10,000	0%	0%
	55300	Insurance/Bonding	65,340	69,756	69,756	66,618	-4%	2%
	55700	Toll Roads	177,950	190,500	190,500	208,479	9%	5%
	56100	Office Supplies	160	500	500	500	0%	0%
	56110	Dues & Subscriptions	945	1,000	1,000	1,000	0%	0%
	56140	Other Operating Supplies	6,318	6,500	6,500	6,500	0%	0%
	56200	Vehicle / Equipment Fuel	294,993	504,000	504,000	699,376	39%	18%
	56210	DEF	-	-	-	18,000	N/A	0%
	56220	Vehicle / Equipment Tires	118,321	150,000	150,000	150,000	0%	4%
	56300	Safety Apparel & Equipment	4,721	4,000	4,000	4,000	0%	0%
		Total Expenses	\$ 3,001,980	\$ 3,451,574	\$ 3,446,574	\$ 3,799,643	10%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2021	FY 2022	FY 2023			
		Exempt Positions						
		Transportation Manager	1	1	1			
		Non-Exempt Positions						
		Lead Transfer Vehicle Operator	1	1	1			
		Transfer Vehicle Operator (TVO)	26	26	26			
		Transfer Vehicle Operator (TVO) PT	3	3	3			
		Total	31.0	31.0	31.0			

Boykins Transfer Station

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. This facility works in conjunction with the Ivor Transfer Station to ensure that residents in Southampton County have a disposal option 6 days a week.

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
361		Boykins Transfer Station						
	53320	Grounds Maintenance	\$ 4,808	\$ 5,000	\$ 5,000	\$ 5,000	0%	20%
	53400	Equipment Maintenance-Parts	-	1,500	1,500	2,500	67%	10%
	53401	Equipment Maintenance-Service	-	-	-	-	N/A	0%
	53410	Building / Site Maintenance	1,423	6,000	6,000	6,000	0%	24%
	53800	Permits	5,802	5,821	5,821	6,064	4%	24%
	55100	Electricity	748	1,200	1,200	1,440	20%	6%
	55300	Insurance/Bonding	348	384	384	396	3%	2%
	55420	Land Lease Payment	3,500	3,500	3,500	3,500	0%	14%
	56140	Other Operating Supplies	12	250	250	250	0%	1%
		Total Expenses	\$ 16,640	\$ 23,655	\$ 23,655	\$ 25,150	6%	100%



Location
18449 General Thomas Highway
Boykins, Virginia

Hours of Operation
Tue., Thu., Sat. 7 a.m. – 7 p.m.
Mon., Wed. Fri. - Closed

Chesapeake Transfer Station

The busiest of SPSA's transfer stations, CTS was built in 1984 and is located on a 4.75-acre parcel of land west of Greenbrier Parkway in the City of Chesapeake. Additional hours are provided to the City of Chesapeake at this location under Ancillary Services Agreements.

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.



Location:
901 Hollowell Lane
Chesapeake, Virginia

Hours of Operation:
Monday – Friday, 8 a.m. – 5 p.m.
Saturday, 8 a.m. - Noon
Saturday & Sunday, Noon - 4 p.m.
(Chesapeake Residents Only)

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
362	Chesapeake Transfer Station							
	51100	Salaries Exempt	\$ 51,013	\$ 62,389	\$ 62,389	\$ 65,509	5%	9%
	51110	Salaries Non-Exempt	224,373	236,711	236,711	247,150	4%	34%
	51200	Overtime	33,690	25,000	25,000	34,755	39%	5%
	52100	Social Security/Medicare Tax	22,986	24,794	24,794	26,577	7%	4%
	52200	VRS Retirement	1,715	2,537	2,537	2,567	1%	0%
	52300	Health Insurance	68,142	71,142	71,142	80,583	13%	11%
	52400	VRS Life Insurance	3,622	4,008	4,008	4,190	5%	1%
	52600	Unemployment Insurance	181	172	172	184	7%	0%
	52700	Workers Compensation	6,132	5,856	5,856	6,403	9%	1%
	53170	Fire Protection	507	1,000	1,000	1,000	0%	0%
	53210	Uniform Rental	3,135	3,281	3,103	3,600	10%	1%
	53320	Grounds Maintenance	6,130	8,000	8,000	10,140	27%	1%
	53400	Equipment Maintenance-Parts	45,401	40,000	40,000	13,500	-66%	2%
	53401	Equipment Maintenance-Service	-	-	-	21,700	N/A	3%
	53402	Equipment Maintenance-Scales	-	-	-	3,300	N/A	0%
	53410	Building / Site Maintenance	51,939	55,000	55,000	50,000	-9%	7%
	53800	Permits	5,802	5,821	5,821	6,064	4%	1%
	55100	Electricity	9,332	11,000	7,500	10,825	-2%	2%
	55130	Water / Sewer	1,620	1,350	1,350	1,350	0%	0%
	55220	Radio Communications	200	400	400	200	-50%	0%
	55300	Insurance/Bonding	8,507	9,348	9,348	8,760	-6%	1%
	55510	Travel and Training	275	1,000	1,000	1,000	0%	0%
	56100	Office Supplies	771	1,100	1,100	600	-45%	0%
	56140	Other Operating Supplies	2,347	3,700	3,700	4,000	8%	1%
	56200	Vehicle / Equipment Fuel	21,350	30,915	30,915	47,324	53%	7%
	56210	DEF	-	-	-	1,500	N/A	0%
	56220	Vehicle / Equipment Tires	60,801	62,000	62,000	64,480	4%	9%
	56300	Safety Apparel & Equipment	1,868	2,500	2,500	2,500	0%	0%
		Total Expenses	\$ 631,837	\$ 669,024	\$ 665,346	\$ 719,761	8%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Transfer Station Supervisor	1	1	1			
	Non-Exempt Positions							
		Heavy Equipment Operator, Sr.	2	2	2			
		Heavy Equipment Operator	1	2	2			
		Solid Waste Assistant	3	2	2			
		Total	7.00	7.00	7.00			

Franklin Transfer Station

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 or Atlantic Transfer Station by SPSA.

SPSA owns the land and improvements of this transfer station. This station works closely with the Isle of Wight Transfer Station and is managed by a single supervisor.



Location

**30521 General Thomas Highway
Franklin, Virginia**

Hours of Operation

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

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
363	Franklin Transfer Station							
	51100	Salaries Exempt	\$ 30,652	\$ 33,008	\$ 33,008	\$ 34,659	5%	11%
	51110	Salaries Non-Exempt	104,017	117,493	117,493	128,455	9%	40%
	51200	Overtime	485	1,500	1,500	2,384	59%	1%
	52100	Social Security/Medicare Tax	10,325	11,628	11,628	12,660	9%	4%
	52200	VRS Retirement	1,703	1,942	1,942	1,028	-47%	0%
	52300	Health Insurance	23,496	22,605	22,605	28,170	25%	9%
	52400	VRS Life Insurance	1,922	1,796	1,796	2,186	22%	1%
	52600	Unemployment Insurance	92	92	92	106	15%	0%
	52700	Workers Compensation	2,820	2,448	2,448	3,050	25%	1%
	53170	Fire Protection	267	500	500	500	0%	0%
	53210	Uniform Rental	1,531	1,531	1,531	1,531	0%	0%
	53320	Grounds Maintenance	4,808	5,000	5,000	5,000	0%	2%
	53400	Equipment Maintenance-Parts	14,344	14,000	14,000	8,000	-43%	2%
	53401	Equipment Maintenance-Service	-	-	-	13,000	N/A	4%
	53402	Equipment Maintenance-Scales	-	-	-	3,000	N/A	1%
	53410	Building / Site Maintenance	48,543	30,000	30,000	30,000	0%	9%
	53800	Permits	5,802	5,821	5,821	6,064	4%	2%
	55100	Electricity	2,002	2,500	2,500	2,995	20%	1%
	55220	Radio Communications	100	200	200	200	0%	0%
	55300	Insurance/Bonding	5,075	4,956	4,956	4,404	-11%	1%
	55510	Travel and Training	80	1,000	1,000	-	-100%	0%
	56100	Office Supplies	217	350	350	150	-57%	0%
	56140	Other Operating Supplies	396	600	600	700	17%	0%
	56200	Vehicle / Equipment Fuel	7,909	10,668	10,668	16,441	54%	5%
	56210	DEF	-	-	-	-	N/A	0%
	56220	Vehicle / Equipment Tires	9,639	14,000	14,000	17,000	21%	5%
	56300	Safety Apparel & Equipment	535	900	900	900	0%	0%
		Total Expenses	\$ 276,759	\$ 284,538	\$ 284,538	\$ 322,583	13%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
Exempt Positions								
		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	3.50	3.50	3.50			

Isle of Wight Transfer Station

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 or Atlantic 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.



Location

**13191 Foursquare Road
Smithfield, Virginia**

Hours of Operation

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

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
364	Isle of Wight Transfer Station							
	51100	Salaries Exempt	\$ 50,215	\$ 33,008	\$ 33,008	\$ 34,659	5%	11%
	51110	Salaries Non-Exempt	150,618	134,321	134,321	137,468	2%	43%
	51200	Overtime	356	500	500	2,523	405%	1%
	52100	Social Security/Medicare Tax	14,833	12,839	12,839	13,361	4%	4%
	52200	VRS Retirement	-	-	-	957	N/A	0%
	52300	Health Insurance	35,228	35,571	35,571	32,855	-8%	10%
	52400	VRS Life Insurance	2,141	2,021	2,021	2,307	14%	1%
	52600	Unemployment Insurance	92	92	92	106	15%	0%
	52700	Workers Compensation	3,120	2,734	2,734	3,219	18%	1%
	53170	Fire Protection	215	500	500	500	0%	0%
	53210	Uniform Rental	1,794	2,000	2,000	2,000	0%	1%
	53320	Grounds Maintenance	4,808	5,000	5,000	5,000	0%	2%
	53400	Equipment Maintenance-Parts	15,349	17,000	17,000	10,000	-41%	3%
	53401	Equipment Maintenance-Service	-	-	-	7,000	N/A	2%
	53402	Equipment Maintenance-Scales	-	-	-	1,000	N/A	0%
	53410	Building / Site Maintenance	27,843	30,000	30,000	30,000	0%	9%
	53800	Permits	5,802	5,821	5,821	6,064	4%	2%
	55100	Electricity	1,755	2,200	2,200	2,200	0%	1%
	55220	Radio Communications	100	200	200	200	0%	0%
	55300	Insurance/Bonding	3,564	3,852	3,852	3,900	1%	1%
	55510	Travel and Training	44	1,000	1,000	500	-50%	0%
	56100	Office Supplies	33	250	250	250	0%	0%
	56140	Other Operating Supplies	531	500	500	500	0%	0%
	56200	Vehicle / Equipment Fuel	4,593	6,160	6,160	7,889	28%	2%
	56210	DEF	-	-	-	-	N/A	0%
	56220	Vehicle / Equipment Tires	11,608	10,000	10,000	17,000	70%	5%
	56300	Safety Apparel & Equipment	430	900	900	900	0%	0%
		Total Expenses	\$ 335,072	\$ 306,469	\$ 306,469	\$ 322,358	5%	100%
Personnel - Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		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	3.50	3.50	3.50			

Ivor Transfer Station

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 and 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. This facility works in conjunction with the Boykins Transfer Station to ensure that residents in Southampton County have a disposal option 6 days a week.



Location
36439 General Mahone Boulevard
Ivor, Virginia

Hours of Operation
Wed., Fri., Sun. 7 a.m. – 7 p.m.
Mon., Tue., Thur., Sat. – Closed

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
365		Ivor Convenience Center						
	53320	Grounds Maintenance	\$ 4,808	\$ 7,000	\$ 7,000	\$ 7,000	0%	31%
	53400	Equipment Maintenance-Parts	-	1,000	1,000	2,500	150%	11%
	53401	Equipment Maintenance-Service	-	-	-	-	N/A	0%
	53410	Building / Site Maintenance	1,031	5,000	5,000	5,000	0%	22%
	53800	Permits	5,802	5,821	5,821	6,064	4%	27%
	55100	Electricity	1,153	1,300	1,300	1,300	0%	6%
	55300	Insurance/Bonding	72	168	168	192	14%	1%
	56140	Other Operating Supplies	-	250	250	250	0%	1%
		Total Expenses	\$ 12,866	\$ 20,539	\$ 20,539	\$ 22,306	9%	100%

Landstown Transfer Station

One of two SPSA transfer stations in Virginia Beach, Landstown Transfer Station opened in January 1993. The station has a design capacity of 1500 tons per day and currently averages 920 tons per day. The Landstown Transfer Station is the only facility that 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 allows SPSA to benefit from less traffic congestion at night which makes hauling faster and easier. Additionally, by storing waste during the day tractors and trailers are freed up so they can haul from the stations that are unable to store the waste during the day.

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.



Location
1825 Concert Drive
Virginia Beach, Virginia

Customer Hours of Operation
Monday – Friday, 8 a.m. – 5 p.m.
Saturday, 8 a.m. - Noon

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
366		Landstown Transfer Station						
	51100	Salaries Exempt	\$ 75,748	\$ 75,283	\$ 75,283	\$ 79,047	5%	7%
	51110	Salaries Non-Exempt	351,607	342,899	342,899	361,635	5%	31%
	51200	Overtime	9,038	15,000	15,000	33,185	121%	3%
	52100	Social Security/Medicare Tax	30,275	33,138	33,138	36,251	9%	3%
	52200	VRS Retirement	3,981	3,750	3,750	4,010	7%	0%
	52300	Health Insurance	129,864	128,544	128,544	129,087	0%	11%
	52400	VRS Life Insurance	5,440	5,604	5,604	5,904	5%	1%
	52600	Unemployment Insurance	238	238	238	238	0%	0%
	52700	Workers Compensation	8,232	7,827	7,827	8,734	12%	1%
	53170	Fire Protection	611	1,000	500	1,000	0%	0%
	53210	Uniform Rental	4,267	4,400	4,400	4,400	0%	0%
	53320	Grounds Maintenance	20,817	30,000	30,000	31,100	4%	3%
	53400	Equipment Maintenance-Parts	44,482	53,000	53,000	27,500	-48%	2%
	53401	Equipment Maintenance-Service	-	-	-	11,700	N/A	1%
	53402	Equipment Maintenance-Scales	-	-	-	3,300	N/A	0%
	53410	Building / Site Maintenance	99,639	162,781	162,781	89,928	-45%	8%
	53800	Permits	5,802	5,821	5,821	6,064	4%	1%
	55100	Electricity	38,612	40,000	39,713	53,125	33%	5%
	55130	Water / Sewer	3,952	4,500	4,500	4,500	0%	0%
	55220	Radio Communications	146	400	400	400	0%	0%
	55300	Insurance/Bonding	16,140	17,796	17,796	17,580	-1%	1%
	55510	Travel and Training	225	1,075	1,075	800	-26%	0%
	56100	Office Supplies	445	450	450	500	11%	0%
	56140	Other Operating Supplies	12,471	5,000	5,000	5,000	0%	0%
	56200	Vehicle / Equipment Fuel	33,071	51,800	51,800	68,884	33%	6%
	56210	DEF	-	-	-	2,500	N/A	0%
	56220	Vehicle / Equipment Tires	179,235	180,000	180,000	187,200	4%	16%
	56300	Safety Apparel & Equipment	2,723	2,900	2,900	2,900	0%	0%
		Total Expenses	\$ 1,077,061	\$ 1,173,206	\$ 1,172,419	\$ 1,176,472	0%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2021	FY 2022	FY 2023			
		Exempt Positions						
		Transfer Station Supervisor	1	1	1			
		Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	3	3	3			
		Heavy Equipment Operator	4	4	4			
		Solid Waste Assistant	1	1	1			
		Total	9.00	9.00	9.00			

Norfolk Transfer Station

The Norfolk 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.



Location

**3136 Woodland Avenue
Norfolk, Virginia**

Hours of Operation

**Monday – Friday, 8 a.m. – 5 p.m.
Saturday 8 a.m. – Noon
(commercial only)
Saturday & Sunday, Noon - 4 p.m.
(Norfolk residents only)**

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
367	Norfolk Transfer Station							
	51100	Salaries Exempt	\$ 68,396	\$ 67,320	\$ 67,320	\$ 70,686	5%	8%
	51110	Salaries Non-Exempt	236,753	247,951	247,951	246,278	-1%	27%
	51200	Overtime	11,107	20,000	20,000	24,982	25%	3%
	52100	Social Security/Medicare Tax	23,673	25,648	25,648	26,159	2%	3%
	52200	VRS Retirement	1,307	1,992	1,992	3,053	53%	0%
	52300	Health Insurance	61,359	69,384	69,384	72,793	5%	8%
	52400	VRS Life Insurance	3,833	4,225	4,225	4,247	1%	0%
	52600	Unemployment Insurance	179	185	185	185	0%	0%
	52700	Workers Compensation	6,396	6,058	6,058	6,303	4%	1%
	53170	Fire Protection	465	1,000	1,000	1,000	0%	0%
	53210	Uniform Rental	3,182	4,100	4,100	4,100	0%	0%
	53320	Grounds Maintenance	8,339	15,000	15,000	15,000	0%	2%
	53400	Equipment Maintenance-Parts	55,637	68,000	68,000	22,500	-67%	2%
	53401	Equipment Maintenance-Service	-	-	-	21,400	N/A	2%
	53402	Equipment Maintenance-Scales	-	-	-	3,600	N/A	0%
	53410	Building / Site Maintenance	79,226	73,400	73,400	50,000	-32%	5%
	53800	Permits	5,802	5,821	5,821	6,064	4%	1%
	55100	Electricity	19,433	20,000	20,000	25,915	30%	3%
	55130	Water / Sewer	8,735	9,000	9,000	9,000	0%	1%
	55220	Radio Communications	27	400	400	400	0%	0%
	55300	Insurance/Bonding	16,319	18,132	18,132	16,068	-11%	2%
	55510	Travel and Training	450	700	700	400	-43%	0%
	56100	Office Supplies	1,128	800	800	600	-25%	0%
	56140	Other Operating Supplies	2,122	5,000	5,000	7,100	42%	1%
	56200	Vehicle / Equipment Fuel	27,450	47,908	47,908	53,420	12%	6%
	56210	DEF	-	-	-	2,500	N/A	0%
	56220	Vehicle / Equipment Tires	196,829	205,000	205,000	213,200	4%	23%
	56300	Safety Apparel & Equipment	1,388	1,400	1,400	1,400	0%	0%
	56410	Small Equipment	9,288	2,000	2,000	3,500	75%	0%
		Total Expenses	\$ 848,824	\$ 920,424	\$ 920,424	\$ 911,853	-1%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		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	1	1	1			
		Total	7.00	7.00	7.00			

Oceana Transfer Station

One of two transfer stations in Virginia Beach, the Oceana 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. OTS 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.

This transfer station does not accept waste from residential customers to better service municipal trucks and contract customers, like the U.S. Navy. 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 and SPSA owns the improvements.



Location

**2025 Virginia Beach Boulevard
Virginia Beach, Virginia**

Hours of Operation

**Monday-Friday, 6 a.m. – 3 p.m.
Saturday 8 a.m. – Noon
(April to September)**

(Not Available to General Public)

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
368	Oceana	Transfer Station						
	51100	Salaries Exempt	\$ 60,252	\$ 59,418	\$ 59,418	\$ 62,389	5%	11%
	51110	Salaries Non-Exempt	182,907	180,015	180,015	189,016	5%	32%
	51200	Overtime	1,400	1,500	1,500	2,696	80%	0%
	52100	Social Security/Medicare Tax	17,568	18,431	18,431	19,438	5%	3%
	52200	VRS Retirement	1,001	939	939	994	6%	0%
	52300	Health Insurance	56,870	56,346	56,346	59,103	5%	10%
	52400	VRS Life Insurance	3,115	3,208	3,208	3,369	5%	1%
	52600	Unemployment Insurance	132	132	132	132	0%	0%
	52700	Workers Compensation	4,560	4,354	4,354	4,684	8%	1%
	53170	Fire Protection	267	500	500	500	0%	0%
	53210	Uniform Rental	2,009	2,500	2,500	2,500	0%	0%
	53320	Grounds Maintenance	8,585	13,740	13,740	13,740	0%	2%
	53400	Equipment Maintenance-Parts	20,521	40,000	40,000	30,000	-25%	5%
	53401	Equipment Maintenance-Service	-	-	-	6,500	N/A	1%
	53402	Equipment Maintenance-Scales	-	-	-	3,000	N/A	1%
	53410	Building / Site Maintenance	44,837	62,336	62,336	60,000	-4%	10%
	53800	Permits	5,802	5,821	5,821	6,064	4%	1%
	55100	Electricity	2,050	2,500	2,500	3,005	20%	1%
	55130	Water / Sewer	3,633	5,000	5,000	5,000	0%	1%
	55220	Radio Communications	-	200	200	-	-100%	0%
	55300	Insurance/Bonding	5,396	5,828	5,828	7,124	22%	1%
	55510	Travel and Training	550	1,000	1,000	250	-75%	0%
	56100	Office Supplies	219	1,000	1,000	350	-65%	0%
	56140	Other Operating Supplies	1,343	1,500	1,500	1,500	0%	0%
	56200	Vehicle / Equipment Fuel	14,151	19,824	19,824	34,748	75%	6%
	56210	DEF	-	-	-	500	N/A	0%
	56220	Vehicle / Equipment Tires	60,801	66,000	66,000	68,640	4%	12%
	56300	Safety Apparel & Equipment	768	1,000	1,000	1,000	0%	0%
		Total Expenses	\$ 498,736	\$ 553,092	\$ 553,092	\$ 586,242	6.0%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2021	FY 2022	FY 2023			
		Exempt Positions						
		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	5.00	5.00	5.00			

Suffolk Transfer Station

The Suffolk Transfer Station is located adjacent to the Regional Landfill and opened in April 2005. The station is permitted for 1300 tons per day and averages 350 tons per day.

SPSA owns the land and improvements for this property.



Location
1 Bob Foeller Drive
Suffolk, Virginia

Hours of Operation
Monday – Friday, 8 a.m. – 4 p.m.
Saturday, 8 a.m. - Noon

Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
369	Suffolk Transfer Station							
	51100	Salaries Exempt	\$ 60,498	\$ 59,418	\$ 59,418	\$ 62,389	5%	13%
	51110	Salaries Non-Exempt	175,685	175,190	175,190	183,950	5%	38%
	51200	Overtime	2,345	2,700	2,700	5,003	85%	1%
	52100	Social Security/Medicare Tax	17,275	18,154	18,154	19,228	6%	4%
	52200	VRS Retirement	15	-	-	-	N/A	0%
	52300	Health Insurance	57,327	58,104	58,104	61,009	5%	13%
	52400	VRS Life Insurance	2,969	3,144	3,144	3,301	5%	1%
	52600	Unemployment Insurance	140	132	132	132	0%	0%
	52700	Workers Compensation	4,416	4,287	4,287	4,633	8%	1%
	53170	Fire Protection	-	500	470	950	90%	0%
	53210	Uniform Rental	2,426	2,625	2,425	2,425	-8%	1%
	53400	Equipment Maintenance-Parts	18,241	35,000	35,000	25,500	-27%	5%
	53401	Equipment Maintenance-Service	-	-	-	4,100	N/A	1%
	53402	Equipment Maintenance-Scales	-	-	-	3,900	N/A	1%
	53410	Building / Site Maintenance	66,107	25,124	25,000	20,000	-20%	4%
	53800	Permits	5,802	5,821	5,821	6,064	4%	1%
	55100	Electricity	17,097	17,000	13,500	16,225	-5%	3%
	55220	Radio Communications	-	200	200	200	0%	0%
	55300	Insurance/Bonding	9,840	10,728	10,728	11,976	12%	2%
	55510	Travel and Training	50	300	300	375	25%	0%
	56100	Office Supplies	304	250	250	250	0%	0%
	56140	Other Operating Supplies	1,987	2,500	2,500	2,500	0%	1%
	56200	Vehicle / Equipment Fuel	10,563	17,500	17,500	22,345	28%	5%
	56210	DEF	-	-	-	1,500	N/A	0%
	56220	Vehicle / Equipment Tires	17,005	22,000	22,000	22,880	4%	5%
	56300	Safety Apparel & Equipment	681	1,100	1,100	1,100	0%	0%
		Total Expenses	\$ 470,772	\$ 461,777	\$ 457,923	\$ 481,935	4%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		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	5.00	5.00	5.00			

Scalehouse Operations

Scalehouse Operations is SPSA’s “cash register.” Scale Attendants are 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.



Cost Center	Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
370	Scalehouse Operations							
	51100	Salaries Exempt	-	-	-	52,585	N/A	7%
	51110	Salaries Non-Exempt	\$ 389,350	\$ 416,089	\$ 416,089	\$ 493,832	19%	64%
	51200	Overtime	17,211	20,000	20,000	33,074	65%	4%
	52100	Social Security/Medicare Tax	28,655	33,361	33,361	43,956	32%	6%
	52200	VRS Retirement	999	1,371	1,371	3,790	176%	0%
	52300	Health Insurance	120,909	121,812	121,812	136,893	12%	18%
	52400	VRS Life Insurance	4,217	4,346	4,346	5,806	34%	1%
	52600	Unemployment Insurance	362	370	370	396	7%	0%
	52700	Workers Compensation	240	218	218	293	34%	0%
	53210	Uniform Rental	492	515	515	515	0%	0%
	53410	Building / Site Maintenance	-	-	-	-	N/A	0%
	55300	Insurance/Bonding	5,232	5,556	5,556	4,632	-17%	1%
	55510	Travel and Training	11	250	250	500	100%	0%
	56100	Office Supplies	-	-	-	-	N/A	0%
	56140	Other Operating Supplies	-	-	-	-	N/A	0%
		Total Expenses	\$ 567,678	\$ 603,888	\$ 603,888	\$ 776,272	29%	93%
	Personnel – Full Time Equivalent (FTE)		FY 2021	FY 2022	FY 2023			
	Exempt Positions							
		Scalehouse Supervisor	0	0	1			
	Non-Exempt Positions							
		Lead Scale Attendant	2	2	1			
		Scale Attendant	8	8	9			
		Scale Attendant Part time	3	3	3			
		Total	13	13	14			

Other Expenses

Object	Line Item Description	FY 2021 Actual	FY 2022 Budget	FY 2022 Projected	FY 2023 Budget	% Change	% Total
59125	Waste Disposal & Services Agreement	14,020,407	14,266,691	14,266,691	15,445,192	8%	65%
59120	Waste Hauling & Disposal Agreement	6,583,901	6,820,210	6,820,210	8,460,000	24%	35%
59130	Waste Disposed at Atlantic	-	906,519	906,519	-	-100%	0%
	Total Contracted Waste Disposal	\$ 20,604,307	\$ 21,993,420	\$ 21,993,420	\$ 23,905,192	9%	100%
Capital Improvement / Equipment Replacement							
59000	Capital Expenses / Equipment Replacement	\$ 4,145,053	\$ 3,691,127	\$ 3,691,127	\$ 3,500,000	-5%	15%
Deposit to Reserves and Trust Funds							
59200	Reserves for Landfill Closure/Expansion	\$ 4,338,750	\$ 6,243,150	\$ 6,243,150	\$ 8,000,000	28%	33.5%
59220	Suffolk Environmental Trust Fund	5,000	5,000	5,000	5,000	0%	0.0%
	Total Reserves and Trust Fund Deposits	\$ 4,343,750	\$ 6,248,150	\$ 6,248,150	\$ 8,005,000	28%	33%

SOUTHEASTERN PUBLIC SERVICE AUTHORITY OF VIRGINIA

STRATEGIC OPERATING PLAN

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

Effective April 27, 2022

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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:

[3]

- 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. 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 14-bay 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 operations 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 (Mas Energy Suffolk RNG, LLC, contractor, and operator)

The Regional Landfill accepts Municipal Solid Waste, Construction and Demolition Debris (CDD), ash residue from the Wheelabrator WTE Facilities, 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 Mas Energy Suffolk RNG, LLC, pursuant to an amended contract that continues 20 years after the operational date of the Renewable Natural Gas facility, which is scheduled for completion in fiscal year 2023.

- b. *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.

Environmental Management Department:

4. 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.

- a. *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.
- b. *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.

5. 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 8:00 a.m. to 4:00 p.m. on Saturday and from Noon to 4:00 p.m. on 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.

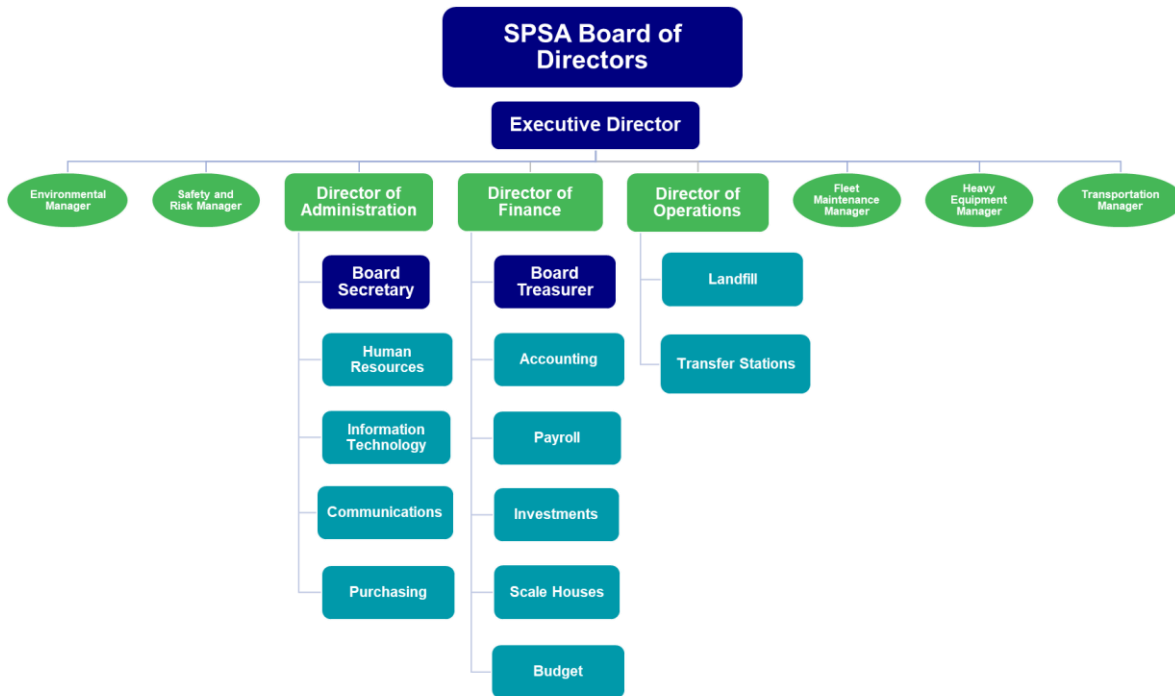
SPSA's scale attendants operate the scale recording devices to capture truck weights and process transactions, including truck information, customer account information, type of waste and associated tipping fee rate, methods of payment and credit card processing. These transactions are uploaded into 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.

- 6. 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 or, in an effort to preserve airspace at the Regional Landfill, to the Atlantic 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 Sunday from 12 pm to 4 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 Sunday from 12 pm to 4 pm
Oceana Transfer Station 2025 Virginia Beach Boulevard Virginia Beach, VA 23462	6 am - 3 pm	8 am – 12 pm (April – September only)
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
Juneteenth	June 19th
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. 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 April 28, 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 or, in an effort to preserve airspace at the Regional Landfill, to the Atlantic Landfill.

- c. Bulk Waste collected by or on behalf of Member Localities shall be delivered to SPSA transfer stations beginning April 28, 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 2021 report and various assumptions, including annual Solid Waste disposal of approximately 317,349 tons per year, Cells 5 & 6 are currently projected to reach capacity in 2027.

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



<i>Incoming waste volume, tons/yr</i>	<i>Cumulative Life Estimations</i>			
	<i>Cells 5/6</i>	<i>Cell 7</i>	<i>Cells 8/9</i>	<i>Cells 10/11/12</i>
	<i>2.64M CY 2.38M Tons</i>	<i>8.6M CY 6.0M Tons</i>	<i>15.7M CY 10.9M Tons</i>	<i>21.3M CY 14.9M Tons</i>
<i>200,000</i>	<i>2033</i>	<i>2063</i>	<i>2118</i>	<i>2193</i>
<i>300,000</i>	<i>2029</i>	<i>2049</i>	<i>2086</i>	<i>2136</i>
<i>400,000</i>	<i>2027</i>	<i>2042</i>	<i>2070</i>	<i>2107</i>
<i>500,000</i>	<i>2026</i>	<i>2038</i>	<i>2060</i>	<i>2090</i>
<i>600,000</i>	<i>2025</i>	<i>2035</i>	<i>2054</i>	<i>2079</i>
<i>700,000</i>	<i>2025</i>	<i>2033</i>	<i>2049</i>	<i>2070</i>

Notes:

- 1 Assume 0.70 tons MSW per cubic yard density for filling in Cells 7-12. Life of Cell 5/6 assumes 0.9 tons/CY for existing conditions*
- 2 Cell 7 volume assumes reduction in permitted capacity with no overlap onto Cell V as shown on drawing.*
- 3 Cells 10 through 12 volumes are estimated as a 20' intragradient base and 200' top elevation.*
- 4 Cell 7-12 Life calculated from end of Cell V/VI based on Ash, MSW and C&D filling*

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 Greenville (the “Covered Localities”), in the procurement process.

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

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

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

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

9.0 POLICIES AND PROCEDURES TO BE MAINTAINED

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

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

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

10.0 REVISIONS TO STRATEGIC OPERATING PLAN

Revisions to this Strategic Operating Plan may be made at the sole discretion of SPSA to the extent approved by the SPSA Board of Directors in accordance with the terms hereof. More specifically, this Strategic Operating Plan shall be reviewed by the Board of Directors on at least an annual basis in connection with the Board's review and consideration of SPSA's annual operating budget, and at such other times as the Board may deem necessary or appropriate. If deemed necessary or appropriate after any such review, this Strategic Operating Plan may be updated or otherwise modified by the SPSA Board of Directors, and any such updated/modified Strategic Operating Plan shall be in complete replacement of this any and all other prior Strategic Operating Plans. Notwithstanding anything to the contrary in the foregoing, no update, amendment or modification of this Strategic Operating Plan, or any provision hereof, shall be valid unless such update, amendment or modification has been authorized by a resolution approved by at least seventy-five percent (75%) of the Board of Directors of SPSA.

[END]

APPENDIX A

Definitions

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

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

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

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

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

Disaster Waste – Any Solid Waste and debris that (a) is generated as a result of or in connection with any significant storm or other severe weather occurrence (such as, but not limited to, hurricanes and tornadoes), natural or man-made disaster, war, act of terrorism or other similar occurrence, together with Solid Waste and debris generated in connection with clean-up and/or reconstruction activities resulting from any such occurrences or events, and (b) is of a quantity or type materially different from the Solid Waste normally generated by or within the Member Locality.

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

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

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

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

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

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

Recyclable Waste – Any Solid Waste that, pursuant to Virginia’s Solid Waste Management Regulations (or other relevant Applicable Law) in effect from time to time, or pursuant to prevailing commercial practices in the waste management industry at the applicable time, (a) can be used or reused, modified for use or reuse, or prepared for beneficial use or reuse as an ingredient in an industrial process to make a product or as an effective substitute for a commercial product, or (b) is otherwise processible (or reprocessible) to recover a usable

product or is regenerable to another usable form, in each case, however, expressly excluding “residual” Solid Waste generated in connection with any such modification, preparation and/or processing for use, reuse, recovery and/or regeneration of other Solid Waste to the extent that such “residuals” cannot be categorized as “Recyclable Waste” in accordance with the foregoing.

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

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

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

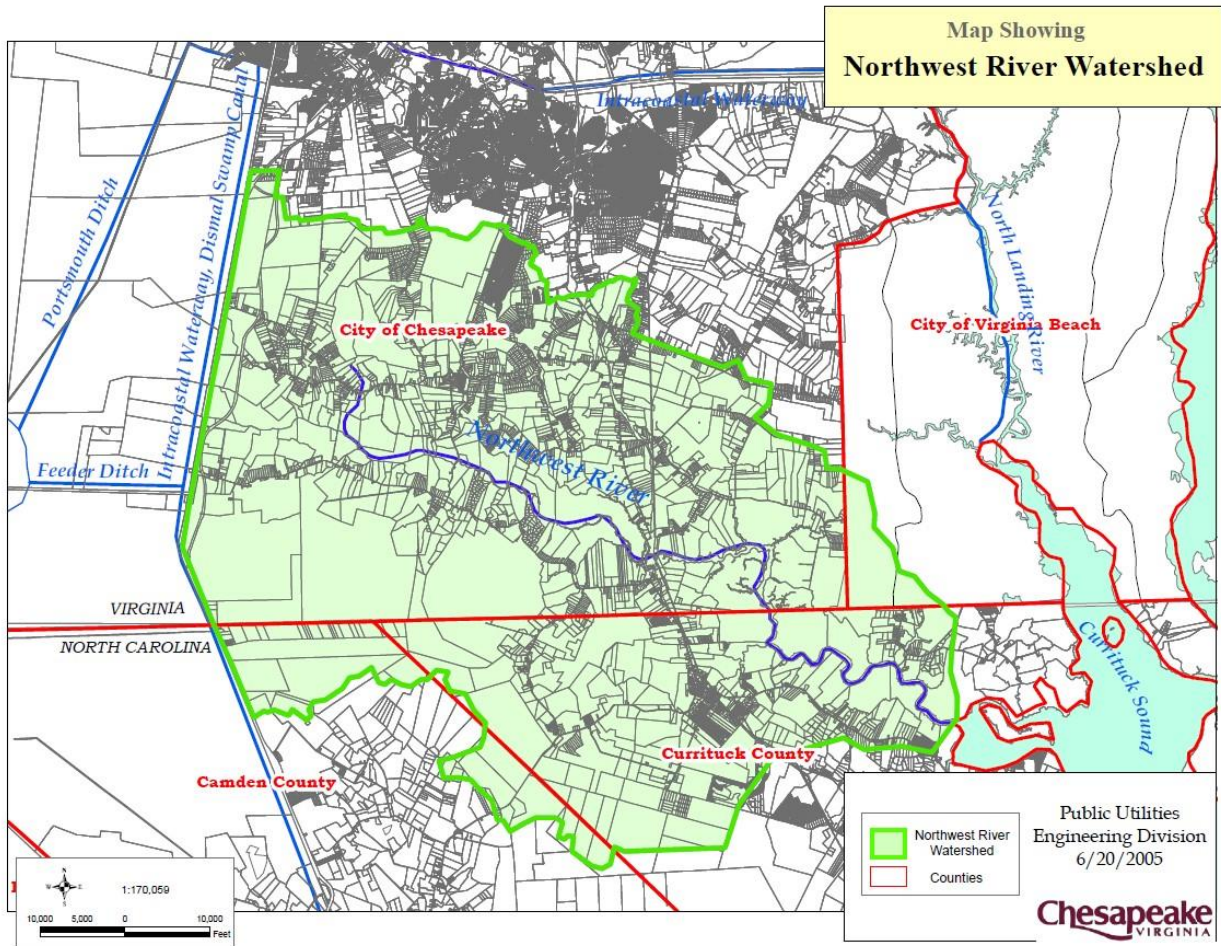
Strategic Operating Plan/SOP – This plan adopted by the Board of Directors of the Authority, which sets forth certain operational, maintenance, administrative and other responsibilities of the Authority with respect to the Disposal System and the performance of related services by the Authority, as the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

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

[End of Definitions]

APPENDIX B

Northwest River Watershed



Capital Improvement & Equipment Replacement Plan

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

	FY 2022 Revised Budget	FY 2022 Projected	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Regional Landfill							
Cell 8/9 Permitting	\$ 822,725	\$ 822,725					
VDOT - Flyover	2,767,074	2,767,074					
Design Build Improvements	3,420,444	3,420,444					
Dump Truck	417,388	417,388			\$ 482,500		\$ 200,000
Pickup Truck	32,555	30,643	\$ 34,500	\$ 40,000	\$ 38,000	\$ 85,000	
Dozer			596,288				\$ 690,000
Demo/Construction Admin Bldg	24,919	24,919					
Remove/Replace UST with AST	242,991	232,084					
Wheel Wash	300,000	-					
Compactor	630,000	584,138		650,000			
Generator					55,000		
Mower					17,100		
Backhoe					115,000		
Track Excavator						300,000	
Bushhog Rotary Cutter (2)						26,000	
Farm Tractor							78,500
Motor Grader							414,000
Pump							35,000
Total for Regional Landfill	\$ 8,658,095	\$ 8,299,414	\$ 630,788	\$ 690,000	\$ 707,600	\$ 411,000	\$ 1,417,500
Tire Shredder Operations							
Tire Shredder	59,650	59,650					
Loader							286,500
Tire Derimmer							63,000
Total for Tire Shredder	\$ 59,650	\$ 59,650	\$ -	\$ -	\$ -	\$ -	\$ 349,500
Fleet Maintenance							
Pickup Truck			35,000				
Fuel/Lube Service Truck			165,000				
Tennant Sweeper						42,000	
Bobcat						36,000	
Electric Forklift						57,000	
Total for Fleet Maintenance	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 135,000	\$ -
Fleet Maintenance (RLF)							
Pickup Truck					\$ 42,000		
Total Fleet Maintenance - RLF	\$ -	\$ -	\$ -	\$ -	\$ 42,000	\$ -	\$ -
Transportation							
Road Tractors	622,624	622,624					
MSW Trailers (Tipper or Walking Floor)			1,575,900	1,337,000	1,083,500	1,122,000	
Asphalt Improvements				290,000			
Sludge Trailers			195,000				
Rolloff Truck			375,000				
Rolloff Containers					100,000		
SUV							30,000
Yard Dog	125,000	140,770					
Total for Transportation	\$ 747,624	\$ 763,394	\$ 2,145,900	\$ 1,627,000	\$ 1,183,500	\$ 1,122,000	\$ 30,000

Chesapeake Transfer Station								
Tip Floor Replacement	100,000	100,000						
Inbound/Outbound Scales	122,318	122,318			110,000			
Bobcat							36,000	
Wheel Loader							460,000	
Total for Chesapeake Transfer	\$ 222,318	\$ 222,318	\$ -	\$ -	\$ 110,000	\$ 496,000	\$ -	
Franklin Transfer Station								
Loader								336,000
Pickup Truck							32,000	
Total for Franklin Transfer Station	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ 336,000	
Household Hazardous Waste (HHW)								
Loader					115,000			
Trailer	6,300	6,300						
Pick Up Truck 4x4	33,572	33,424					39,000	
Total for HHW	\$ 39,872	\$ 39,724	\$ -	\$ 115,000	\$ -	\$ 39,000	\$ -	
Isle of Wight Transfer Station								
Above Ground Scale	125,000	125,000						
Loader								336,000
Yard Dog								
Total for Isle of Wight Transfer Station	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 336,000	
Landstown Transfer Station								
Wheeled Loader						602,500		
Bobcat Skidsteer			45,000					
Tunnel - Blast & Paint				139,050				
Tip Floor Replacement						250,000		
Wheeled Excavator						380,000		
Roof Replacement/Overlay								242,430
Total for Landstown Transfer Station	\$ -	\$ -	\$ 45,000	\$ 139,050	\$ 1,232,500	\$ -	\$ 242,430	
Norfolk Transfer Station								
Wheeled Excavator	342,109	342,109						
Wheeled Loader	535,570	535,570			618,000			
Tip Floor & Building Roof								210,000
Total for Norfolk Transfer Station	\$ 877,679	\$ 877,679	\$ -	\$ 618,000	\$ -	\$ -	\$ 210,000	
Oceana Transfer Station								
Wheeled Loader	385,228	385,228						
Drop & Hook Paving			82,631					
Yard Dog								155,888
Bobcat Skidsteer			45,000					
Total for Oceana Transfer Station	\$ 385,228	\$ 385,228	\$ 127,631	\$ -	\$ -	\$ -	\$ 155,888	
Suffolk Transfer Station								
Inbound Scale								125,000
Total for Oceana Transfer Station	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Regional Office Building								
Upgrade Lighting to LED	61,798	61,798						
Total for Regional Office Building	\$ 61,798	\$ 61,798	\$ -	\$ -	\$ -	\$ -	\$ -	
Undesignated Project Funds								
	27,407	370,466	350,681	310,950	224,400	1,265,000	297,682	
GRAND TOTAL	\$ 11,204,671	\$ 11,204,671	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000

Projected Landfill Expansion Costs

PROJECTED LANDFILL EXPANSION COSTS ~ July 1, 2021												
	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									\$25,696
DEQ Special Exception Permit	\$10,000	3%					\$11,593					\$11,593
Environmental Compliance	\$56,755	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%	\$25,696	\$0	\$0	\$0	\$126,280	\$0	\$364,977	\$20,036,669	\$8,587,144	\$28,623,813
Total	\$23,021,592		\$25,696	\$0	\$0	\$0	\$126,280	\$0	\$364,977	\$20,062,004	\$8,587,144	\$29,166,101
Cell 8/9 Borrow Area Permitting												
Initial Wetland Permitting / Hydrogeologic Investigation	\$38,680		\$20,643		\$18,037							\$38,680
Clearing for GW Wells	\$8,300			\$8,300								\$8,300
Landfill Permit Part A Application	\$402,864		\$57,749	\$257,888	\$87,227							\$402,864
Wetland Delineation and EIS Notice of Intent	\$99,090		\$70,597	\$28,493								\$99,090
Strategic Communications	\$144,837			\$71,776	\$73,061							\$144,837
Application Fee	\$4,180					\$4,180						\$4,180
Environmental Impact Statement	\$1,288,155			\$139,514	\$1,148,601							\$1,288,115
EIS Alternatives	\$59,830			\$21,740	\$38,090							\$59,830
Mitigation (2.1 at \$20,000 each)	\$7,740,000							\$3,870,000				\$3,870,000
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	\$10,310,032		\$148,989	\$527,710	\$1,365,016	\$4,180	\$578,589	\$3,899,851	\$0	\$0	\$0	\$6,524,336
Alternate Access to Landfill	\$5,000,000				\$5,000,000							\$5,000,000
TOTAL	\$38,331,624		\$174,685	\$527,710	\$6,365,016	\$4,180	\$704,869	\$3,899,851	\$364,977	\$20,062,004	\$8,587,144	\$40,690,438
Existing Task Orders												

Projected Schedule for Fund Draw

PROJECTED DRAW SCHEDULE						
FY	Budget Contribution	Surplus Contribution	Total Contribution	Withdrawals	Cell V/VI Closure	Cumulative
					\$16,852,408	\$16,852,408
2019	\$3,405,939	\$3,523,953	\$6,929,892	-\$174,685		\$23,607,615
2020	\$4,338,750	\$4,377,131	\$8,715,881	-\$527,710		\$31,795,786
2021	\$4,338,750		\$4,338,750	-\$2,273,166		\$33,861,369
2022	\$6,243,150		\$6,243,150	-\$2,183,644		\$37,920,875
2023	\$7,195,350		\$7,195,350	-\$4,346,203		\$40,770,023
2024	\$8,147,550		\$8,147,550	-\$10,793,856		\$38,123,716
2025	\$8,623,650		\$8,623,650	-\$13,186,629		\$33,560,737
2026	\$9,099,750		\$9,099,750	-\$32,883,649		\$9,776,838
2027	\$9,099,750		\$9,099,750	-\$8,587,144		\$10,289,444
2028	\$8,000,000		\$8,000,000			\$18,289,444
2029	\$8,000,000		\$8,000,000			\$26,289,444
2030	\$8,000,000		\$8,000,000		-\$24,027,504	\$10,261,940
2031	\$8,000,000		\$8,000,000			\$18,261,940
2032	\$8,000,000		\$8,000,000	-\$21,887,018		\$4,374,922
2033	\$4,000,000		\$4,000,000			\$8,374,922
2034	\$4,000,000		\$4,000,000			\$12,374,922
2035	\$4,000,000		\$4,000,000			\$16,374,922
2036	\$4,000,000		\$4,000,000			\$20,374,922
2037	\$4,000,000		\$4,000,000			\$24,374,922
2038	\$4,000,000		\$4,000,000			\$28,374,922
2039	\$4,000,000		\$4,000,000			\$32,374,922
2040	\$4,000,000		\$4,000,000			\$36,374,922
2041	\$4,000,000		\$4,000,000			\$40,374,922
2042	\$4,000,000		\$4,000,000			\$44,374,922
2043	\$4,000,000		\$4,000,000			\$48,374,922
2044	\$4,000,000		\$4,000,000			\$52,374,922
2045	\$4,000,000		\$4,000,000			\$56,374,922
2046	\$4,000,000		\$4,000,000			\$60,374,922
2047	\$4,000,000		\$4,000,000			\$64,374,922
FY 2030 is for Closure of Cells 5 & 6						
FY 2032 is for construction of Cell 7 Construction Phase 2						

Projected Future Tipping Fees

Projected Future Tipping Fees

The Projected Future Tipping Fee Schedule summarizes the projected revenues and expenses and corresponding municipal tipping fee for fiscal years 2022-2027.

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

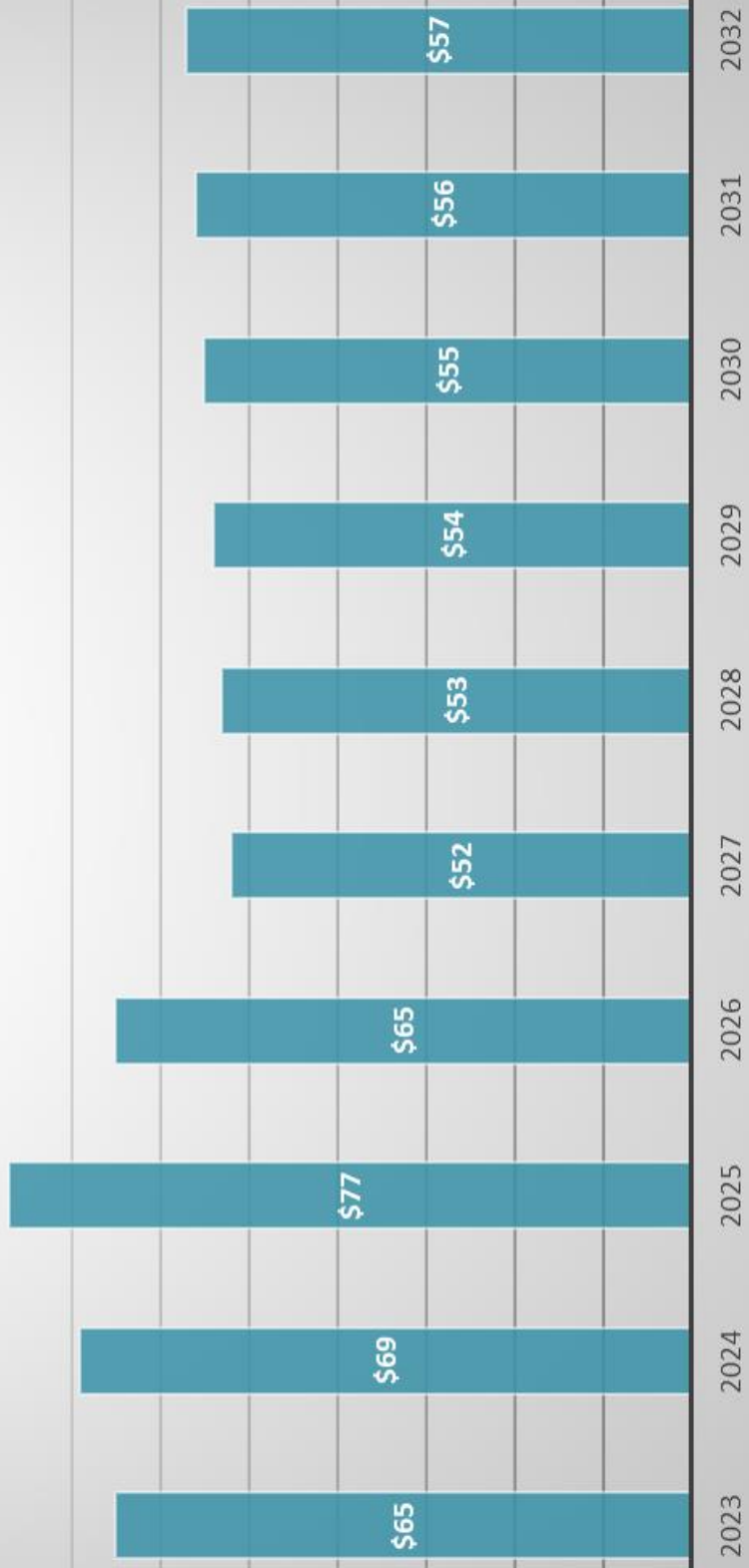
For budget purposes, a conservative approach has been assumed for revenue projections. The waste stream (tonnages) for the member communities is projected to remain the same in this scenario.

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 - WPI Closes July 2024, CSW continues to be contracted out, No Use of Closure Funds												
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
Projected Per Ton Municipal Tipping Fee	\$61	\$65.60	\$69.02	\$76.71	\$64.63	\$52.15	\$53.12	\$54.13	\$55.18	\$56.27	\$57.41	
	\$4.00	\$4.60	\$3.42	\$7.68	(\$12.08)	(\$12.46)	\$0.97	\$1.01	\$1.05	\$1.09	\$1.14	
Projected Municipal Waste Stream (Tonrages)												
City of Chesapeake	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
City of Franklin	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300
County of Isle of Wight	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
City of Norfolk	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000	89,000
City of Portsmouth	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
Southampton County	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
City of Suffolk	51,200	51,200	51,200	51,200	51,200	51,200	51,200	51,200	51,200	51,200	51,200	51,200
City of Virginia Beach	157,550	157,550	157,550	157,550	157,550	157,550	157,550	157,550	157,550	157,550	157,550	157,550
Total Projected Municipal Wastestream	481,850	481,850	481,850	481,850	481,850	481,850	481,850	481,850	481,850	481,850	481,850	481,850
Revenues												
Municipal Tipping Fees	\$ 29,392,850	\$ 31,608,397	\$ 33,258,678	\$ 36,961,000	\$ 31,140,832	\$ 25,127,541	\$ 25,594,433	\$ 26,081,043	\$ 26,587,669	\$ 27,114,321	\$ 27,661,889	
City of Chesapeake	6,710,000	7,215,780	7,592,518	8,437,709	7,109,041	5,736,286	5,842,872	5,953,958	6,069,614	6,189,842	6,314,844	
City of Franklin	201,300	216,473	227,776	253,131	213,271	172,089	175,286	178,619	182,088	185,695	189,445	
County of Isle of Wight	1,098,000	1,180,764	1,242,412	1,380,716	1,163,298	938,665	956,106	974,284	993,210	1,012,883	1,033,338	
City of Norfolk	5,429,000	5,838,222	6,143,037	6,826,874	5,751,961	4,641,177	4,727,414	4,817,293	4,910,870	5,008,145	5,109,283	
City of Portsmouth	2,562,000	2,755,116	2,898,961	3,221,671	2,714,361	2,190,218	2,230,915	2,273,329	2,317,489	2,363,394	2,411,122	
Southampton County	658,800	708,458	745,447	828,430	697,979	563,199	573,664	584,570	595,926	607,730	620,003	
City of Suffolk	3,123,200	3,358,618	3,533,972	3,927,370	3,308,936	2,669,980	2,719,591	2,771,297	2,825,130	2,881,090	2,939,273	
City of Virginia Beach	9,610,550	10,334,965	10,874,556	12,085,100	10,182,086	8,215,926	8,368,586	8,527,692	8,693,343	8,865,542	9,044,579	
Navy Solid Waste	1,358,688	1,399,449	1,441,433	1,484,676	1,529,216	1,575,092	1,622,345	1,671,015	1,721,146	1,772,780	1,825,964	
Construction & Demolition Debris	495,000	495,000	495,000	495,000	495,000	495,000	495,000	495,000	495,000	495,000	495,000	
Sludge - Norfolk Water Treatment Plant	302,500	302,500	302,500	302,500	302,500	302,500	302,500	302,500	302,500	302,500	302,500	
Other Tipping Fees	4,429,430	4,552,337	4,661,145	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Contract Waste	7,085,000	7,280,000	7,540,000	7,800,000	8,060,000	8,320,000	8,580,000	8,840,000	9,100,000	9,360,000	9,620,000	
Non-Contract Waste	2,888,000	3,344,000	3,344,000	3,344,000	3,344,000	3,344,000	3,344,000	3,344,000	3,344,000	3,344,000	3,344,000	
Tire Program	600,000	606,000	612,060	618,181	624,362	630,606	636,912	643,281	649,714	656,211	662,773	
Household Hazardous Waste Charges	386,650	390,517	394,422	398,366	402,350	406,373	410,437	414,541	418,687	422,873	427,102	
White Goods Program	50,000	50,000	51,005	51,515	52,030	52,551	53,076	53,607	54,143	54,684	55,231	
Landfill Gas Recovery	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	
Miscellaneous Income	268,729	271,416	274,130	276,872	279,640	282,437	285,261	288,114	290,995	293,905	296,844	
Interest Earnings	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	
Transfer from Fund Balance for Capital/Operating	191,127	-	-	-	-	-	-	-	-	-	-	
Total Revenues	\$ 48,157,974	\$ 51,010,116	\$ 53,084,373	\$ 52,642,109	\$ 47,139,930	\$ 41,446,100	\$ 42,233,965	\$ 43,043,101	\$ 43,873,854	\$ 44,726,275	\$ 45,601,303	

Projected Tip Fee



Employee Information

Full Time Equivalent Employees by Cost Center

	FY 2020	FY 2021	FY 2022	FY 2023	# Change
<u>Administration</u>					
Accounting	3.25	3	3	2	-1
Executive Offices	3.25	3	3	5	2
Human Resources	1.75	1.6	1	1	0
Information Technology	2.25	2	2	2	0
	10.5	9.6	9.0	10.0	1
<u>Environmental</u>					
Environmental Management	6	7	7	7	0
<u>Operations</u>					
Safety	2	2	2	2	0
Regional Landfill	19.5	14.5	13.5	12.5	-1
Tire Shredder	3	3	3	3	0
Fleet Maintenance	13	12	12	12	0
Fleet Maintenance - Regional Landfill	0	4	4	4	0
Transportation	31.5	31.0	31.0	31.0	0
Chesapeake Transfer Station	6.14	7.00	7.00	7.00	0
Franklin Transfer Station	3.64	3.50	3.50	3.50	0
Isle of Wight Transfer Station	3.64	3.50	3.50	3.50	0
Landstown Transfer Station	9.15	9.00	9.00	9.00	0
Norfolk Transfer Station	7.15	7.00	7.00	7.00	0
Oceana Transfer Station	5.14	5.00	5.00	5.00	0
Suffolk Transfer Station	5.14	5.00	5.00	5.00	0
Scalehouse Operations	13.00	13.00	13.00	14.00	1
	122.0	119.5	118.5	118.5	0.00
Total	138.50	136.10	134.50	135.50	1.00

Full Time Equivalent by Position

Southeastern Public Service Authority (SPSA)				
Full Time Equivalent Positions				
	FY 2020	FY 2021	FY 2022	FY 2023
Accounting Manager	1	1	1	0
Accounting Specialist	1	1	1	1
Assistant Landfill & Environmental Manager	1	1	1	0
Assistant Risk & Safety Manager	1	1	1	1
Deputy Executive Director	1	1	1	1
Director of Administration	0	0	0	1
Director of Finance	0	0	0	1
Director of Operations	0	0	0	1
Environmental Manager	0	0	0	1
Environmental Specialist	1	1	1	1
Environmental Technician	3	4	4	4
Equipment Mechanic	7	6	6	6
Executive Director	1	1	1	1
Executive Assistant	0	1	1	1
Financial Support Administrator	1	1	1	1
Fleet Management Coordinator	0	1	1	1
Fleet Manager	1	1	1	1
Fleet Support Specialist	1	1	1	1
Heavy Equipment Manager	1	1	1	1
Heavy Equipment Operator	26.5	25.5	26.5	18
Heavy Equipment Operator, Senior	14	15	14	13
Human Resources Generalist	1	1	1	1
Information Technology Support Specialist	0	0	0	1
Landfill & Environmental Compliance Specialist	1	1	1	0
Landfill & Environmental Manager	1	1	1	0
Landfill & Environmental Support Specialist	1	1	1	1
Landfill Equipment Operator	0	0	0	5.5
Landfill Equipment Operator, Senior	0	0	0	3
Landfill Supervisor	1	1	1	1
Lead Equipment Mechanic	2	2	2	2
Lead Scale Attendant	2	2	2	1
Lead Transfer Vehicle Operator	1	1	1	1
Mechanics Helper	0	0	0	1
Network Administrator	1	1	1	1
Preventive Maintenance Mechanic	0	1	1	1
Risk and Safety Manager	1	1	1	1
Sampling Coordinator	0	0	0	1
Scale Attendant	11	11	11	12
Scalehouse Supervisor	0	0	0	1
Solid Waste Assistant	9	8	7	6
Storeroom Keeper	1	1	1	1
Tire Shredder Supervisor	1	1	1	1
Transfer Station Supervisor	6	6	6	6
Transfer Vehicle Operator	29.5	29	29	29
Transportation Operations Manager	1	1	1	1
Welder	1	1	1	1
Total	138.5	136.1	134.5	135.5
	138.5	136.1	134.5	135.5

Pay Plan

Southeastern Public Service Authority					
Pay Plan					
Effective July 1, 2022					
Job Classification	Status	Grade	Annual		
			Minimum	Midpoint	Maximum
Other Temporary/Part Time	Non-Exempt	1	\$26,314.54	\$32,893.04	\$39,471.54
Hourly Rate			\$12.6512	\$15.8140	\$18.9767
Mechanics Helper	Non-Exempt	2	\$28,945.63	\$36,182.44	\$43,418.71
Solid Waste Assistant	Non-Exempt	2	\$28,945.63	\$36,182.44	\$43,418.71
Hourly Rate			\$13.9162	\$17.3954	\$20.8744
Environmental Technician	Non-Exempt	3	\$31,840.35	\$39,800.71	\$47,760.80
Storeroom Keeper	Non-Exempt	3	\$31,840.35	\$39,800.71	\$47,760.80
Hourly Rate			\$15.3079	\$19.1350	\$22.9619
Landfill & Environmental Support Specialist	Non-Exempt	4	\$35,024.56	\$43,780.89	\$52,537.01
Preventative Maintenance Mechanic	Non-Exempt	4	\$35,024.56	\$43,780.89	\$52,537.01
Hourly Rate			\$16.8387	\$21.0485	\$25.2582
Scale Attendant (Full Time/Part Time)	Non-Exempt	5	\$36,787.66	\$45,986.71	\$55,186.01
Accounting Specialist	Non-Exempt	5	\$36,787.66	\$45,986.71	\$55,186.01
Heavy Equipment Operator	Non-Exempt	5	\$36,787.66	\$45,986.71	\$55,186.01
			\$17.6864	\$22.1090	\$26.5317
Environmental Specialist	Exempt	6	\$41,115.62	\$51,396.96	\$61,678.57
Fleet Support Specialist	Non-Exempt	6	\$41,115.62	\$51,396.96	\$61,678.57
Lead Scale Attendant	Non-Exempt	6	\$41,115.62	\$51,396.96	\$61,678.57
Heavy Equipment Operator, Senior	Non-Exempt	6	\$41,115.62	\$51,396.96	\$61,678.57
Landfill Equipment Operator	Non-Exempt	6	\$41,115.62	\$51,396.96	\$61,678.57
Transfer Vehicle Operator (Full Time/Part Time)	Non-Exempt	6	\$41,115.62	\$51,396.96	\$61,678.57
Hourly Rate			\$19.7671	\$24.7101	\$29.6532
Equipment Mechanic	Non-Exempt	7	\$51,935.52	\$64,922.65	\$77,909.50
Lead Transfer Vehicle Operator	Non-Exempt	7	\$51,935.52	\$64,922.65	\$77,909.50
Welder	Non-Exempt	7	\$51,935.52	\$64,922.65	\$77,909.50
Landfill and Environmental Compliance Specialist	Exempt	7	\$51,935.52	\$64,922.65	\$77,909.50
Scalehouse Supervisor	Exempt	7	\$51,935.52	\$64,922.65	\$77,909.50
Information Technology Support Specialist	Exempt	7	\$51,935.52	\$64,922.65	\$77,909.50
Tire Shredder Supervisor	Exempt	7	\$51,935.52	\$64,922.65	\$77,909.50
Hourly Rate			\$24.9690	\$31.2128	\$37.4565
Lead Equipment Mechanic	Non-Exempt	8	\$55,571.01	\$69,467.27	\$83,363.27
Assistant Safety & Risk Assistant Manager	Exempt	8	\$55,571.01	\$69,467.27	\$83,363.27
Hourly Rate			\$26.7168	\$33.3977	\$40.0785
Executive Assistant	Exempt	9	\$60,016.68	\$76,413.87	\$90,032.36
Financial Support Administrator	Exempt	9	\$60,016.68	\$76,413.87	\$90,032.36
Fleet Management Coordinator	Exempt	9	\$60,016.68	\$76,413.87	\$90,032.36
Human Resources Generalist	Exempt	9	\$60,016.68	\$76,413.87	\$90,032.36
Landfill Supervisor	Exempt	9	\$60,016.68	\$76,413.87	\$90,032.36
Transfer Station Supervisor	Exempt	9	\$60,016.68	\$76,413.87	\$90,032.36
Fleet Manager	Exempt	10	\$66,018.36	\$84,055.25	\$99,035.60
Safety & Risk Manager	Exempt	10	\$66,018.36	\$84,055.25	\$99,035.60
Heavy Equipment Manager	Exempt	10	\$66,018.36	\$84,055.25	\$99,035.60
Landfill & Environmental Assistant Manager	Exempt	10	\$66,018.36	\$84,055.25	\$99,035.60
Network Administrator	Exempt	10	\$66,018.36	\$84,055.25	\$99,035.60
Transportation Operations Manager	Exempt	10	\$66,018.36	\$84,055.25	\$99,035.60
Director of Administration	Exempt	11	\$94,000.00	\$108,000.00	\$124,000.00
Director of Finance	Exempt	11	\$94,000.00	\$108,000.00	\$124,000.00
Director of Operations	Exempt	11	\$94,000.00	\$108,000.00	\$124,000.00
Deputy Executive Director	Exempt	12	\$132,036.71	\$165,053.94	\$198,071.18

APPENDIX

Financial Policies

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 fund	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.

Historical Tonnages

TONNAGES BY FACILITY										
FY 2017 - 2021										
WASTE TYPE	CHESAPEAKE TRANSFER STATION					FRANKLIN TRANSFER STATION				
	FY 2017	FY 2018	FY 2019	FY2020	FY 2021	FY 2017	FY 2018	FY 2019	FY2020	FY 2021
CHESAPEAKE	78,689	76,867	86,213	87,622	88,033	0	0	0	0	0
FRANKLIN	0	0	0	0	0	2,690	2,698	2,731	3,021	3,270
ISLE OF WIGHT	0	0	0	0	0	1,602	1,427	1,210	1,202	1,341
NORFOLK	0	0	0	0	0	0	0	0	0	0
PORTSMOUTH	0	0	0	0	0	0	0	0	0	0
SOUTHAMPTON	0	0	0	0	0	8,083	8,285	9,880	9,001	9,102
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	4,759	3,744	3,829	3,622	4,529	0	0	0	0	0
RESIDENTS	2,042	2,812	3,084	3,413	4,475	346	360	321	384	369
OTHER	0	0	0	0	0	5	1	0	0	0
TOTAL MUNICIPAL WASTE	85,490	83,423	93,126	94,656	97,037	12,725	12,770	14,142	13,608	14,082
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	8	0	237	51	15	0	0	0	0	0
COMMERCIAL WASTE	51,554	39,306	36,919	29,785	34,190	9,092	8,196	8,021	8,147	7,757
TOTAL NON-MUNICIPAL WASTE	51,563	39,306	37,156	29,836	34,205	9,092	8,196	8,021	8,147	7,757
GRAND TOTAL	137,053	122,729	130,282	124,492	131,243	21,817	20,966	22,162	21,755	21,839
WASTE TYPE	ISLE OF WIGHT TRANSFER STATION					LANDSTOWN TRANSFER STATION				
	FY 2017	FY 2018	FY 2019	FY2020	FY 2021	FY 2017	FY 2018	FY 2019	FY2020	FY 2021
CHESAPEAKE	0	0	0	0	0	176	16	0	22	0
FRANKLIN	0	0	0	0	0	0	0	0	0	0
ISLE OF WIGHT	13,579	15,457	15,200	14,692	15,352	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	510	626	730	774	822	0	0	0	0	0
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	94,728	92,319	97,697	102,935	114,143
RESIDENTS	967	656	757	1,073	1,069	2,285	2,562	3,535	5,666	8,171
OTHER	2	21	0	0	0	0	0	0	0	0
TOTAL MUNICIPAL WASTE	15,058	16,759	16,687	16,540	17,243	97,189	94,897	101,233	108,623	122,314
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	0	0	0	0	0	1,856	1,765	1,520	1,297	1,662
COMMERCIAL WASTE	5,189	3,567	2,369	2,163	2,209	64,585	51,034	39,769	37,896	42,822
TOTAL NON-MUNICIPAL WASTE	5,189	3,567	2,369	2,163	2,209	66,441	52,799	41,289	39,193	44,484
GRAND TOTAL	20,247	20,326	19,056	18,703	19,452	163,630	147,696	142,522	147,816	166,798
WASTE TYPE	NORFOLK TRANSFER STATION					OCEANA TRANSFER STATION				
	FY 2017	FY 2018	FY 2019	FY2020	FY 2021	FY 2017	FY 2018	FY 2019	FY2020	FY 2021
CHESAPEAKE	2,723	2,151	2,431	2,734	2,746	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	59,066	62,587	86,357	88,119	84,167	0	0	0	0	0
PORTSMOUTH	0	228	45	0	0	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	9,875	3,881	3,611	3,934	3,135	26,897	27,539	29,969	31,233	39,324
RESIDENTS	2,121	2,773	3,501	3,874	4,686	0	0	0	0	0
OTHER	51	78	0	0	0	0	0	0	0	0
TOTAL MUNICIPAL WASTE	73,836	71,698	95,945	98,662	94,734	26,897	27,539	29,969	31,233	39,324
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	14,836	15,226	13,774	11,991	12,996	2,291	2,577	3,908	4,198	3,959
COMMERCIAL WASTE	107,667	75,774	46,014	44,820	43,241	47,109	39,921	39,773	36,850	38,250
TOTAL NON-MUNICIPAL WASTE	122,503	91,000	59,787	56,811	56,237	49,401	42,498	43,681	41,048	42,209
GRAND TOTAL	196,339	162,697	155,733	155,473	150,971	76,298	70,037	73,650	72,280	81,533

WASTE TYPE	SUFFOLK TRANSFER STATION					RDF PLANT (NON-SPSA LOCATION)				
	FY 2017	FY 2018	FY 2019	FY2020	FY 2021	FY 2017	FY 2018*	FY 2019	FY2020	FY 2021
CHESAPEAKE	7,849	8,809	8,333	7,795	9,818	1,482	3,053	3,794	7,892	6,825
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	789	1,251	201	58	79	29,234	31,290	38,961	42,393	44,589
SOUTHAMPTON	0	0	0	0	0	0	0	0	0	0
SUFFOLK	39,885	37,056	39,344	42,312	42,677	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	0	0	0	0	0
RESIDENTS	3,312	4,548	5,865	7,671	9,002	152	0	0	0	0
OTHER	75	106	0	0	0	36	23	0	0	0
TOTAL MUNICIPAL WASTE	51,909	51,770	53,743	57,836	61,577	30,904	34,366	42,754	50,284	51,414
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	422	256	88	30	5	4,937	6,691	6,381	7,170	7,241
COMMERCIAL WASTE	18,276	14,741	10,254	10,676	12,190	105,953	52,269	0	0	0
TOTAL NON-MUNICIPAL WASTE	18,698	14,997	10,341	10,706	12,195	110,889	58,960	6,381	7,170	7,241
GRAND TOTAL	70,607	66,767	64,084	68,542	73,772	141,794	93,326	49,135	57,454	58,655

WASTE TYPE	REGIONAL LANDFILL					GRAND TOTAL				
	FY 2017	FY 2018	FY 2019	FY2020	FY 2021	FY 2017	FY 2018	FY 2019	FY2020	FY 2021
CHESAPEAKE	6	0	2	127	24	90,926	90,896	100,772	106,192	107,446
FRANKLIN	0	0	0	0	0	2,690	2,698	2,731	3,021	3,270
ISLE OF WIGHT	0	0	0	0	0	15,180	16,883	16,410	15,894	16,693
NORFOLK	4,782	5,586	6,040	4,725	4,696	63,847	68,173	92,397	92,844	88,862
PORTSMOUTH	0	0	0	13	18	30,023	32,769	39,207	42,463	44,686
SOUTHAMPTON	0	0	0	0	2	8,593	8,910	10,610	9,775	9,926
SUFFOLK	5,905	3,922	190	645	2,690	45,789	40,978	39,534	42,957	45,367
VIRGINIA BEACH	0	0	0	0	0	136,260	127,483	135,106	141,724	161,131
RESIDENTS	0	0	0	0	0	11,223	13,711	17,064	22,082	27,773
OTHER	719	682	674	786	673	888	910	674	786	673
TOTAL MUNICIPAL WASTE	11,412	10,190	6,906	6,296	8,102	405,420	403,412	454,505	477,738	505,827
OTHER WASTE	69,938	65,567	86,195	184,030	92,113	69,938	65,567	86,195	184,030	92,113
ASH	174,420	179,361	166,975	171,497	150,880	174,420	179,361	166,975	171,497	150,880
NAVY WASTE	149	154	358	238	298	24,500	26,668	26,265	24,975	26,176
COMMERCIAL WASTE	2,204	2,089	597	649	624	411,630	286,898	183,715	170,987	181,284
TOTAL NON-MUNICIPAL WASTE	246,711	247,171	254,125	356,414	243,916	680,488	558,494	463,151	551,489	450,453
GRAND TOTAL	258,123	257,361	261,031	362,710	252,018	1,085,909	961,906	917,656	1,029,226	956,280

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.

Historical Summary of Fees and Charges

Southeastern Public Service Authority (SPSA)					
Historical Summary of Fees and Charges					
Waste Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Municipal Solid Waste (per ton)	\$125 / \$65	\$62	\$57	\$57	\$61
US Navy Processible Waste (per ton)	\$44.62	\$48.50	\$50.23	\$51.73	\$53.28
Residential Waste (per ton) (charged to member community)	No Charge	\$62	\$57	\$57	\$61
Suffolk Municipal Waste (per ton)	No Charge	\$62	\$57	\$57	\$61
Industrial Waste (per ton)	\$67.53	\$75.00	\$76.00	\$76.00	\$76.00
Boats (minimum fee \$84 each)	\$84	\$84	\$84	\$84	\$84
Campers/trailers (minimum fee \$204 each)	\$204	\$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	\$50	\$50	\$55	\$55
Construction and Demolition Waste	\$47	\$51	\$51	\$51	\$55
Automobile and Light Truck Tires	\$82.50	\$82.50	\$82.50	\$92.50	\$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	\$36	\$36	\$37	\$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	\$15	\$15	\$16	\$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.					