



FY 2022

# Operating and Capital Budgets

July 1, 2021



*Thanks, we'll take it from here.*

**Southeastern Public Service Authority  
(SPSA)**

723 Woodlake Drive, Chesapeake, VA 23320  
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[www.spsa.com](http://www.spsa.com)

# **Southeastern Public Service Authority Board of Directors**

## **Appointed by Governor**

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

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City of Franklin	Ms. Amanda C. Jarratt
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City of Norfolk	Mr. Richard Broad
City of Portsmouth	Mr. Burle Stromberg
Southampton County	Ms. Lynette C. Lowe
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## **Alternate Ex-Officio Members Appointed by Individual Municipality**

City of Chesapeake	Mr. Greg Martin
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Isle of Wight County	Mr. Michael Etheridge
City of Norfolk	Ms. Trista Pope
City of Portsmouth	Vacant
Southampton County	Mr. Hart Council
City of Suffolk	Vacant
City of Virginia Beach	Mr. Bobby Wheeler

## **Executive Staff**

Liesl R. DeVary, Executive Director  
Dennis L. Bagley, Deputy Executive Director  
Tressa Preston, Executive Administrator

# How to Use the Budget Document

This document represents the Authority's fiscal year budget covering the period July 1, 2021 through June 30, 2022. It is intended to assist readers in gaining an understanding of how the Authority's budget is organized and presented. It also serves as a financial plan and communications device. The document contains the following sections.

## **Introduction**

This section contains the Budget Message that provides an overview of the entire budget and highlights budget strategies and major factors that affect revenue and expenses. A budget calendar and organizational chart is also provided.

## **Budget Summary**

This section provides a summary of the overall budget and includes graphs, tables and charts to illustrate the various components of the budget. The upcoming fiscal year's Fee Schedule is included.

## **Revenue Detail and Trends**

This section includes a revenue analysis illustrating trends and forecasts and a description of each revenue line item.

## **Expense Detail and Trends**

This section provides the detail of the operating budgets by cost center.

## **Strategic Operating Plan**

This section describes and outlines SPSA's operations and responsibilities as it pertains to the region's solid waste disposal system.

## **Capital Improvement / Equipment Replacement**

This section provides a schedule of capital improvements and equipment replacement necessary to maintain the Authority's solid waste system.

## **Projected Future Tipping Fees**

This section provides the future projected tipping fees based on certain assumptions.

## **Appendix**

This section includes a schedule of the full time equivalent of employees by cost center, a historical schedule of Fees and Charges for Solid Waste Disposal, the Authority's Pay Plan, and a historical schedule of tonnage received at the transfer stations and refuse derived fuel (RDF) plant and the Authority's Financial Policies.

## **Contact Information**

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## Introduction

### IN THIS SECTION:

- Budget Message
- About the Southeastern Public Service Authority
- Map of SPSA Facilities
- Budget Calendar
- Organization Chart



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# Budget Message

We are pleased to present the Southeastern Public Service Authority's (SPSA) Operating & Capital Budgets for the fiscal year beginning July 1, 2021 in a "balanced" format.

- Total Budget: \$48,157,974;
- Increase of 10.2% or approximately \$4.47 million explained in more detail below;
- The municipal tipping fee increases to \$61 per ton, primarily to begin accumulating money for the construction of a flyover at the Regional Landfill.

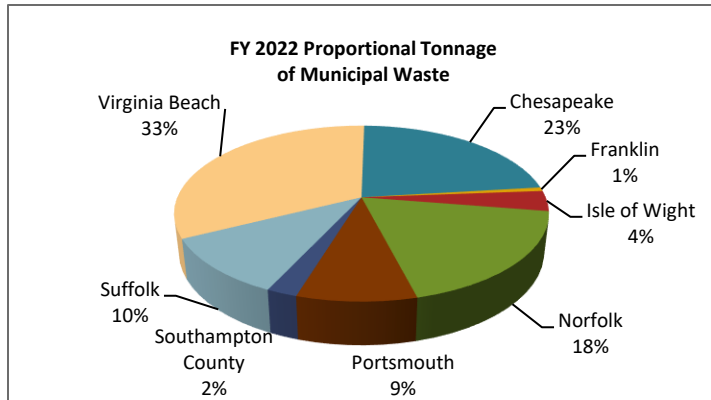
SPSA's core business continues to be the disposal of municipal waste collected at nine transfer stations. Additionally, SPSA operates the regional landfill located in the City of Suffolk, a fleet maintenance facility, a household hazardous waste program, a tire processing facility and a white goods program with a staff of 134.5 full time equivalent (FTE) positions.

## Revenues

**Tipping Fees** are the primary source of revenue in the amount of \$45,951,468 or approximately 95% of the total budget. The tipping fees are comprised of municipal waste, waste received from the Navy, construction and demolition debris, other types of waste such as sludge, soils, fines etc., contract waste, non-contract waste and fees for ash disposal. Total municipal tipping fees are projected at \$29.39 million, an increase of approximately 15.9% or \$4 million from fiscal year 2021. Tipping fees from other sources have diversified revenue such as tipping fees from the U.S. Navy is projected at approximately \$1.36 million. Contract and non-contract waste tipping fees are projected at approximately \$9.97 million and tip fees received for ash disposal is projected at \$4.2 million. Tipping fees for waste delivered directly to the Regional Landfill, such as construction and demolition debris and sludge from the City of Norfolk Water Treatment Plant are projected at \$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-five years in business, a comparable tipping fee, or similar network of operation, has yet to be found which SPSA can be compared.

**Municipal Tonnages** projected in fiscal year 2022 are projected to increase approximately 8.3% or 36,850 tons as compared to 2021 for a total of 481,850 tons. The increase is partially due to the current pandemic in that more people are working and staying home which drives the waste tonnages up.



**Charges for Environmental Services**

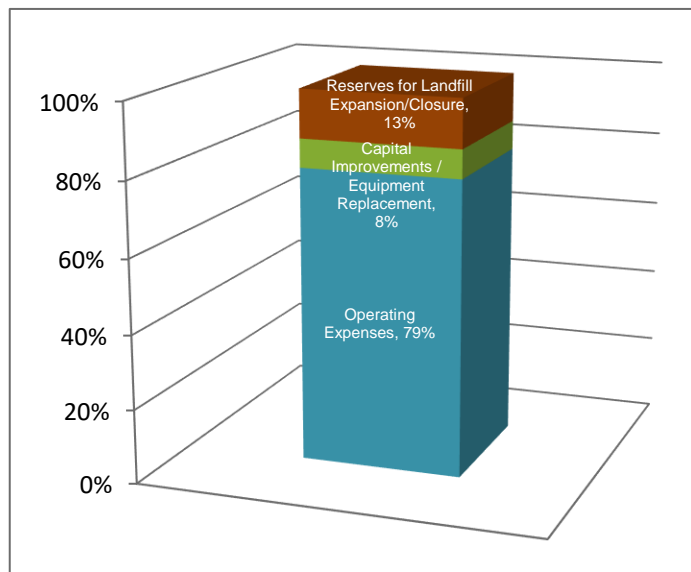
include the fees charged for the disposal of tires, household hazardous waste and white goods. The FY 2022 budget includes an increase in household hazardous waste due to an increase in participation. Revenue received from the sale of scrap metal is also on the rise.

**Landfill Gas Royalties** have declined due to reduction in methane gas produced. At this time, we are not aware of any arrangements that may increase this revenue stream.

**Navy Waste** disposal is projected at approximately \$1.36 million for fiscal year 2022. 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 \$48.2 million increased approximately 10.2% or \$4.47 million. Operating expenses represent approximately 79% of the total budget or \$38.2 million and reflect an increase of approximately 6.6% or \$2.37 million as compared to the fiscal year 2021 budget. The increase is discussed below.



**Personnel** costs represent 19% of the total budget or \$9.3 million and reflect a 1.6% decrease or approximately \$141,735 from the FY 2021 budget. The FY 2022 budget includes a 3% merit increase in wages for employees.

SPSA offers a preferred provider organization (PPO) plan versus a health maintenance organization (HMO) plan. As part of the PPO plan, employees share in more of the costs if they

use the service. In addition to copayments, employees are subjected to annual deductibles and co-insurance amounts for certain services.

The PPO plan is administered through Anthem Blue Cross; however, it is managed by The Local Choice Program (TLC) which in turn is managed by the Commonwealth of Virginia Department of Human Resources Management. This is a pooled insurance program that is renewed on a fiscal year basis. The FY 2022 renewal rates reflect a 1.1% decrease in premiums, however, due to employee plan changes the total employer cost for health insurance decreased \$1,837.

Insurance for workers compensation reflects a 1.3% increase or \$2,038 in total costs. The employer contribution rate for participation in the Virginia Retirement System (VRS) is 0% for Plans 1 and 2 and approximately 1.7% for Hybrid members. Costs for Group Life Insurance increased slightly by \$2,165 or 1.28% of salary. Overtime costs are projected to decrease by approximately \$4,360. A summary of positions by cost center is illustrated in the Appendix.

**Professional and Contracted Services** reflect a net increase of 1% or \$28,884 from the prior fiscal year primarily due to increase costs for building site maintenance and the host fee paid to the City of Suffolk.

**Other Operating Expenses** reflect an increase of less than 1% or \$4,349 primarily due to road tolls.

**Materials and Supplies** reflect an increase of approximately \$22,378 or 1% primarily for pandemic supplies provided to employees and other operating supplies.

**Contracted Waste Disposal** includes two (2) contracts with Wheelabrator Portsmouth: the Waste Disposal & Services Agreement (WDSA) and the Waste Hauling & Disposal Contract (WHDA). The WDSA is for waste disposal at the Wheelabrator Waste to Energy Plant in Portsmouth and the WHDA is for contract waste hauled and disposed by Wheelabrator's subcontractor, MBI. The WDSA contract reflects an increase of 8% or \$1.1 million primarily due to a 2.9% contractual increase in rates and an increase in projected tons. The WHDA reflects an increase of 3% or approximately \$196,674 primarily due to a 3% contractual rate increase. Additionally, the fiscal year 2022 budget includes funds to divert approximately 26,000 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 8% of the budget for a total of \$3.7 million. The fiscal year 2022 capital improvements/equipment replacement budget increased approximately 5% or \$191,127 from the prior fiscal year. The goal is to maintain a level budget in the amount of \$3.5 million for capital improvements and equipment replacement moving forward. Funds not used in one fiscal year will revert to a Capital Budget Reserve to be used in future years to offset any increase in projected expenses.

The general approach taken over the past ten years for capital improvements is to maintain and renovate the transfer facilities in an effort to achieve operating efficiencies. Equipment replacement has been determined based on a modified replacement schedule. A detailed projected multi-year capital improvement and equipment replacement plan is located in the Appendix.

**Reserve for Landfill Closure / Expansion** is for future costs associated with expanding the landfill and closing cells when a cell reaches capacity. The balance of the reserve as of June 30, 20 was \$31,795,786. The projected 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 projected 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 2022 budget includes an additional \$1.9 million to be set aside to fund the construction of the proposed flyover 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 plans to enter 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 \$33,861,369.

## Budget Highlights

The budget includes the following:

- The municipal tipping fee increases to \$61 per ton, primarily to begin accumulating money for the construction of a flyover at the Regional Landfill;
- Reflects an increase of 10.2% or approximately \$4,470,428 from the FY 2021 budget;
- Includes a 3% merit increase in wages for employees; and
- Projects the average price per gallon for diesel fuel at \$2.80;

Finally, we want to thank and recognize the employees of SPSA. They continue to display dedication at a high level of morale despite the ever-changing environment.

# About the Southeastern Public Service Authority (SPSA)

## Our History

Historically, solid waste in southeastern Virginia had been handled by the individual localities in accordance with local and state regulations. Each city or county either collected and disposed of waste within its borders or transported the collected waste to a neighboring city for disposal. Commercial and industrial waste was collected by private haulers but disposal was restricted to the community in which it was generated. Many of the communities faced the growing challenge of how to handle their waste effectively.

The local communities had already realized a need for a regional water supply system, so in 1973, they created the Southeastern Water Authority of Virginia, pursuant to the Virginia Water and Sewer Authorities Act. This organization never reached operational status as a water authority and in 1976, by agreement of the local municipalities, became the Southeastern Public Service Authority. Its responsibilities were expanded to include the implementation of a regional solid waste disposal system to include a resource recovery operation, featuring a Refuse Derived Fuel (RDF) Plant and a Power Plant.

At SPSA's inception, the organization had no staff, no funds and no facilities or equipment. Staff for the regional planning agency, the Southeastern Virginia Planning District Commission, acted as SPSA staff until 1978 when a full-time staff was employed. Initial funding was provided by \$3,000,000 of bond anticipation notes secured by four local communities.

During 1978 and 1979, design was initiated on the RDF and Power Plants. From 1979 to 1984, 30-year contracts with all eight communities were executed providing for them to deliver 95 percent of their waste to SPSA and to pay the established fees. Also during this period, the Navy, with SPSA's help, obtained a \$160 million congressional appropriation to acquire and operate the Power Plant. Additionally, transfer station sites were selected, design completed and construction started. In 1982, a 300 acre landfill site was acquired in a rural section of the city of Suffolk and construction was completed in 1985. In 1985, the Regional Landfill and the Norfolk, Chesapeake, Franklin and Portsmouth Transfer Stations became operational. The Portsmouth Transfer Station was closed in 1987 when the RDF Plant was completed.

During 1986 and 1987, additional transfer stations were opened in Southampton and Isle of Wight and the Oceana Transfer Station was acquired from the city of Virginia Beach. Construction was completed in 1987 on the RDF and Power Plants and operation of the resource recovery system began in 1988. In mid-1990 SPSA assumed operation and maintenance responsibility for the Power Plant.

During the time facilities were being constructed, operating and administrative staff were employed. Heavy equipment for the landfill and transfer stations and transfer vehicles were

acquired. Funding was provided by bond issues of \$26 million and \$107.8 million in 1984 and \$20 million in 1985.

In 1995, SPSA adopted a Vision, Mission and Values statement to give the agency a direction and a plan to continue serving the communities of southeastern Virginia into the future.

Through cutbacks in or elimination of programs, reductions in its employee base, the commitment of the 8 communities which make up SPSA to support financial reorganization, working with the various lending institutions to which the organization owed money and the sale of SPSA's largest asset, the waste to energy facilities in Portsmouth to Wheelabrator Technologies, Inc., for \$150 million to pay down debt, SPSA rose from being on the edge of insolvency to an organization with substantial cash reserve and capable of a very bright future.

Effective with the sale of the waste to energy facilities, the Authority entered into a Service Agreement with Wheelabrator Portsmouth Inc. (formerly Wheelabrator Technologies, Inc.) for solid waste disposal services through January 24, 2018. In October 2017, the Authority approved an Addendum 6 to the Service Agreement with Wheelabrator Portsmouth extending the term through January 31, 2019 (with an additional option by SPSA to extend through June 30, 2019.)

The original Use and Support Agreements with the member jurisdictions were expected to expire in January 2018. A Post 2018 Technical Committee was formed comprised of employees from each of the eight member jurisdictions, SPSA staff and staff of the Hampton Roads Planning District Commission. As a result of the meetings, the eight member jurisdictions have each adopted a resolution supporting the continued operation of SPSA post 2018 based on certain principles. In the fall of 2014, a Use and Support Agreement Committee was formed consisting of 4 members of the Authority's Board of Directors tasked with drafting a new Use and Support Agreement in consultation with the Authority's Executive Staff and legal counsel. Following several meetings and receiving of comments from each of the member jurisdictions a final form Use & Support Agreement was adopted by the Board of Directors in May 2016 and subsequently executed by all member localities. The initial term of such new Use & Support Agreements is June 30, 2027.

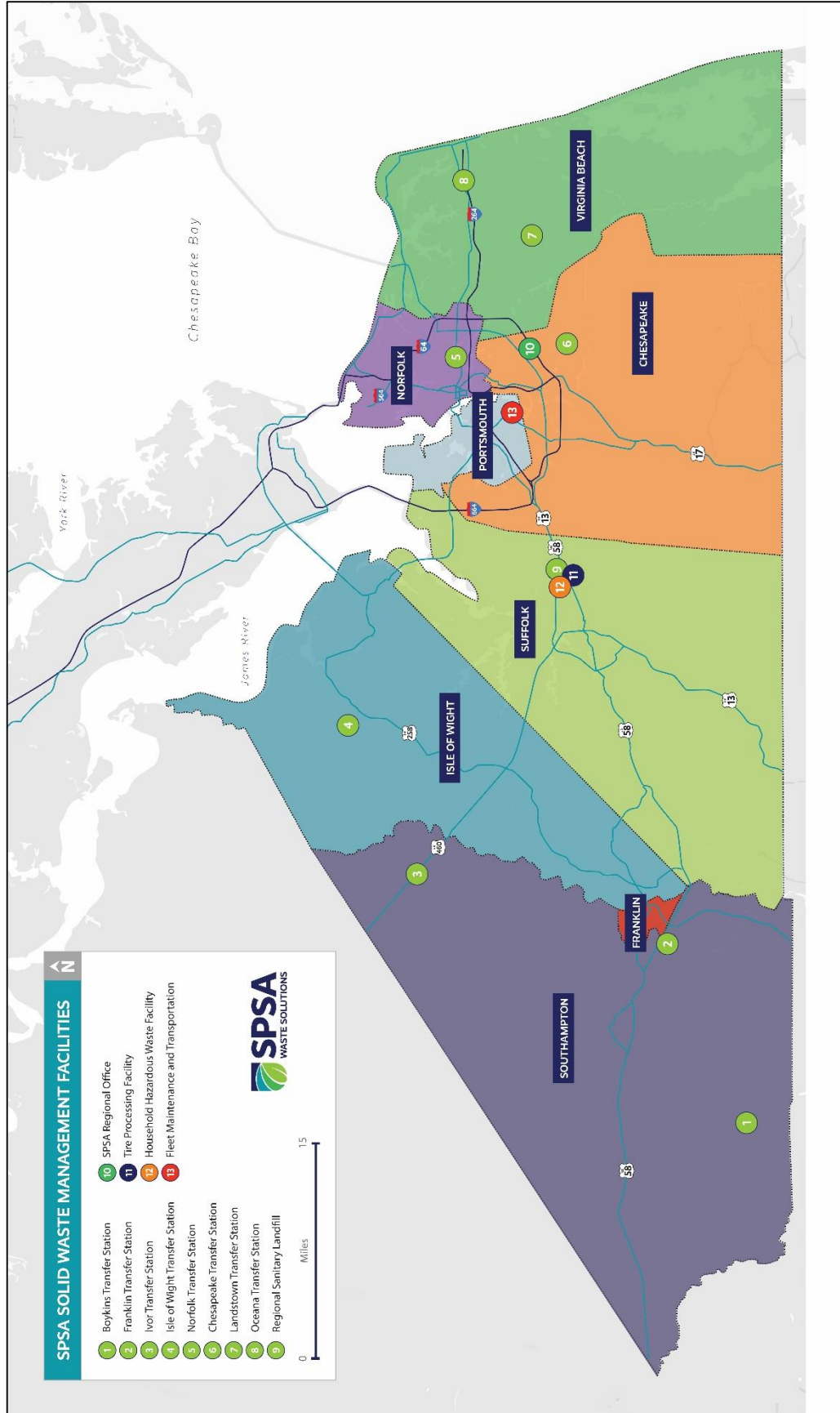
In order to ensure long term waste disposal capacity for the Authority's members, a Good Neighbor and Host Agreement was executed with the City of Suffolk whereby certain rights and responsibilities are defined for both parties. In particular, the Authority applied for a new conditional use permit (CUP) for Cell VII at the landfill as well as requesting the rezoning of the remaining parcel. In turn, the Authority has agreed to pay the City of Suffolk a host fee of \$4 per ton for waste disposed in the landfill beginning January 25, 2018. In August 2017, the City of Suffolk approved the CUP and rezoning of the remaining parcel.

In the fall of 2014, the Authority issued a Request for Proposal (RFP) for alternate methods of waste disposal for post 2018. The Authority received 3 responses and began negotiations with each of the proposers. In May 2016, the Authority executed a Waste Disposal Agreement with RePower South where it was planned for RePower South to construct and operate a facility in Chesapeake, Virginia to accept and process the Authority's waste by reclaiming recyclable

material and process the remaining waste into pellets to be burned as a substitute fuel source in coal powered plants. The Authority terminated the contract with RePower South in August 2017.

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

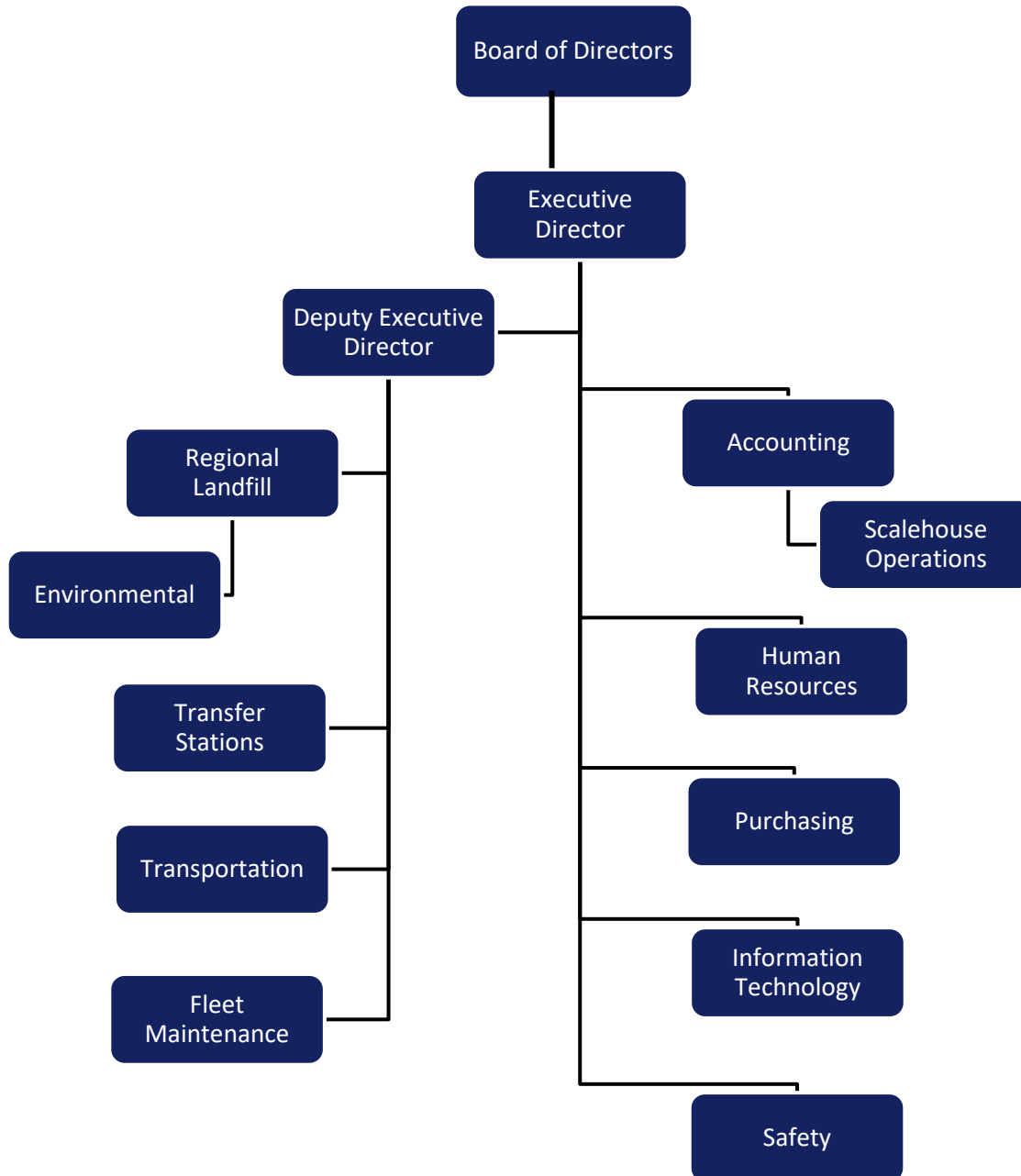




# Budget Calendar

January 5, 2021	Budget Requests Distributed to Departments
January 6 – March 12, 2021	Budget Discussions with Leadership Team
March 24, 2021	Present Proposed Budget to Board of Directors Set Date for Public Hearing on Fees and Charges
April 28, 2021	Public Hearing on Fees and Charges
April 28, 2021	Adoption of Operating & Capital Budgets

# SPSA ORGANIZATIONAL CHART



## Budget Summary

### IN THIS SECTION:

- Budget Summary
- Expenses Grouped by Cost Center
- Expenses Grouped by Object Code
- Fees and Charges for Solid Waste Disposal

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## Southeastern Public Service Authority (SPSA)

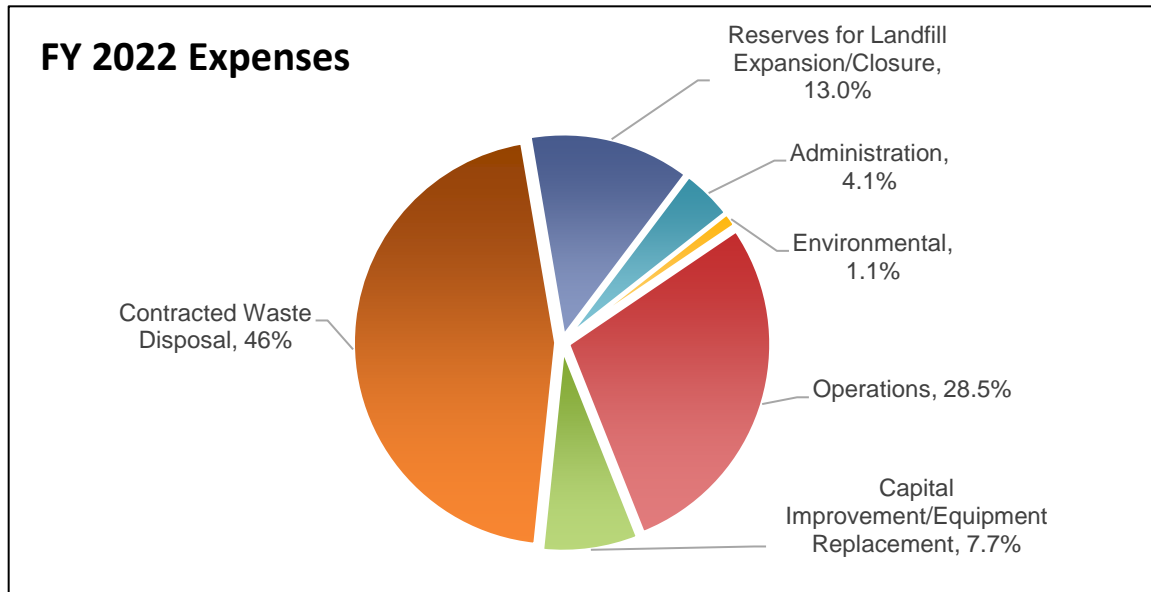
### Operating and Capital Budget Summary

Revenues:	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% of Total
Tipping Fees	\$ 43,724,598	\$41,756,055	\$ 45,951,468	10%	95%
Charges for Environmental Services (See Footnote 1)	1,044,076	973,000	1,036,650	7%	2%
Landfill Gas Recovery	219,399	260,000	260,000	0%	1%
Miscellaneous Income (See Footnote 2)	382,892	248,491	268,729	8%	1%
Interest Earnings	593,289	450,000	450,000	0%	1%
Fund Balance for Capital / Operating	743,712	-	191,127	N/A	0%
<b>Total Revenue</b>	<b>\$ 46,707,965</b>	<b>\$43,687,546</b>	<b>\$ 48,157,974</b>	<b>10.2%</b>	<b>100%</b>
Expenses:	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% of Total
Operating Expenses	\$ 33,426,647	\$35,848,796	\$ 38,223,697	6.6%	79.4%
Capital Improvements / Equipment Replacement	3,848,681	3,500,000	3,691,127	5%	7.7%
Reserves for Landfill Closure/Expansion	4,338,750	4,338,750	6,243,150	44%	13.0%
<b>Total Expenses</b>	<b>\$ 41,614,078</b>	<b>\$43,687,546</b>	<b>\$ 48,157,974</b>	<b>10.2%</b>	<b>100%</b>
<b>Net Revenue / (Expense)</b>	<b>\$ 5,093,887</b>	<b>\$ -</b>	<b>\$ -</b>		
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

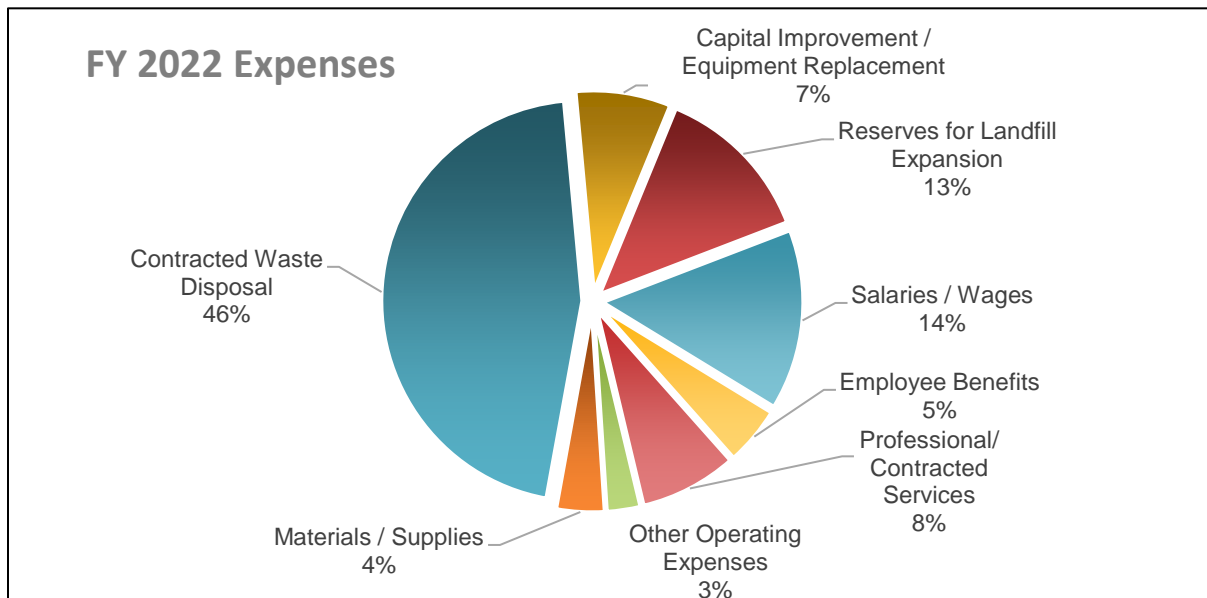
Cost Center	Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
110	Accounting Department	\$ 357,357	\$ 365,806	\$ 362,327	-1%	1%
120	Executive Offices	601,503	896,952	914,615	2%	2%
130	Human Resources	135,098	173,610	148,310	-15%	0%
150	Regional Office Building	141,232	151,780	148,530	-2%	0%
160	Information Technology	380,319	404,342	408,893	1%	1%
200	Environmental Management	399,843	453,492	450,923	-1%	1%
210	Household Hazardous Waste Program	87,428	95,238	90,830	-5%	0%
300	Operations Center	89,163	123,236	121,000	-2%	0%
310	Safety	185,027	190,334	210,918	11%	0%
320	Regional Landfill	3,384,613	3,275,666	3,229,265	-1%	7%
330	Tire Shredder	294,941	291,164	286,438	-2%	1%
340	Fleet Maintenance - Operations Center	876,106	987,067	1,003,367	2%	2%
341	Fleet Maintenance - Regional Landfill Shop	-	347,855	381,672	10%	1%
350	Transportation	2,968,611	3,357,378	3,451,574	3%	7%
361	Boykins Transfer Station	20,212	24,116	23,655	-2%	0%
362	Chesapeake Transfer Station	623,317	656,809	669,024	2%	1%
363	Franklin Transfer Station	293,650	275,866	284,538	3%	1%
364	Isle of Wight Transfer Station	268,935	296,391	306,469	3%	1%
365	Ivor Convenience Center	16,105	20,679	20,539	-1%	0%
366	Landstown Transfer Station	1,027,795	1,093,224	1,173,206	7%	2%
367	Norfolk Transfer Station	834,154	915,339	920,424	1%	2%
368	Oceana Transfer Station	488,432	546,410	553,092	1%	1%
369	Suffolk Transfer Station	430,055	489,058	461,777	-6%	1%
370	Scalehouse Operations	567,278	591,055	603,888	2%	1%
900	Contracted Waste Disposal	18,950,473	19,820,929	21,993,420	11%	46%
	Waste Disposal & Services Agreement	12,807,793	13,197,393	15,173,210	15%	32%
	Waste Hauling & Disposal Agreement	6,142,680	6,623,536	6,820,210	3%	14%
900	Capital Improvement / Equipment Replacement	3,848,681	3,500,000	3,691,127	5%	8%
900	Suffolk Environmental Trust Fund	5,000	5,000	5,000	0%	0%
900	Reserves for Landfill Closure/Expansion	4,338,750	4,338,750	6,243,150	44%	13%
	<b>Total Expenses</b>	<b>\$ 41,614,078</b>	<b>\$ 43,687,546</b>	<b>\$ 48,157,974</b>	<b>10.2%</b>	<b>100%</b>

Please see individual cost center for more information.



## Summary of Expenses by Object Code

Object	Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
51000	Salaries / Wages	\$ 6,560,829	\$ 6,888,852	\$ 7,018,786	2%	14.6%
52000	Employee Benefits	2,098,222	2,243,529	2,255,331	1%	4.7%
53000	Professional/Contracted Services	3,357,360	3,744,970	3,773,853	1%	7.8%
	Professional Services	130,339	174,761	160,306	-8%	
	Engineering Services	259,079	277,500	253,000	-9%	
	Legal Fees	85,339	325,000	325,000	0%	
	Security Services (landfill only)	84,402	84,000	85,680	2%	
	Maintenance Agreements	235,487	267,272	265,837	-1%	
	Equipment Maintenance	930,530	990,800	963,050	-3%	
	Building / Site Maintenance	539,112	647,049	701,641	8%	
	Leachate Maintenance at Landfill	20,742	37,500	37,500	0%	
	Permits	79,120	94,892	93,661	-1%	
	Uniform Rental	35,648	50,976	50,608	-1%	
	Other Contracted Services	957,562	795,220	837,570	5%	
55000	Other Operating Expenses	1,049,555	1,291,333	1,300,747	1%	2.7%
	Utilities	588,798	763,292	753,300	-1%	
	Insurance / Bonding	195,928	207,908	217,340	5%	
	Equipment Rental	37,358	35,000	30,000	-14%	
	Travel and Training	7,779	42,300	31,775	-25%	
	Tolls	160,254	171,885	191,940	12%	
	Other	59,437	70,948	76,392	8%	
56000	Materials / Supplies	1,389,827	1,844,183	1,866,561	1%	3.9%
	Truck and Equipment Fuel	570,455	913,329	911,753	0%	
	Truck and Equipment Tires	634,340	747,700	747,700	0%	
	Safety Apparel & Equipment	19,126	25,150	35,400	41%	
	Other Supplies	165,907	158,004	171,708	9%	
58000	Equipment / Furniture	15,380	10,000	10,000	0%	0.0%
58000	Contracted Waste Disposal	18,950,473	19,820,929	21,993,420	11%	45.7%
	Waste Disposal & Services Agreement	12,807,793	13,197,393	15,173,210	15%	
	Waste Hauling & Disposal Agreement	6,142,680	6,623,536	6,820,210	3%	
59000	Capital Improvement / Equipment Replacement	3,848,681	3,500,000	3,691,127	5%	7.7%
59000	Suffolk Environmental Trust Fund	5,000	5,000	5,000	0%	0.0%
59000	Reserves for Landfill Closure/Expansion	4,338,750	4,338,750	6,243,150	44%	13.0%
	Total Expenses	\$ 41,614,078	\$ 43,687,546	\$ 48,157,974	10.2%	100%







## Fees and Charges for Solid Waste Management

Effective July 1, 2021

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)	\$61 per ton
Contract Non-Municipal Customers (minimum 50,000 tpy)	\$54.50 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)	\$61 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)	\$61 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)	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.**

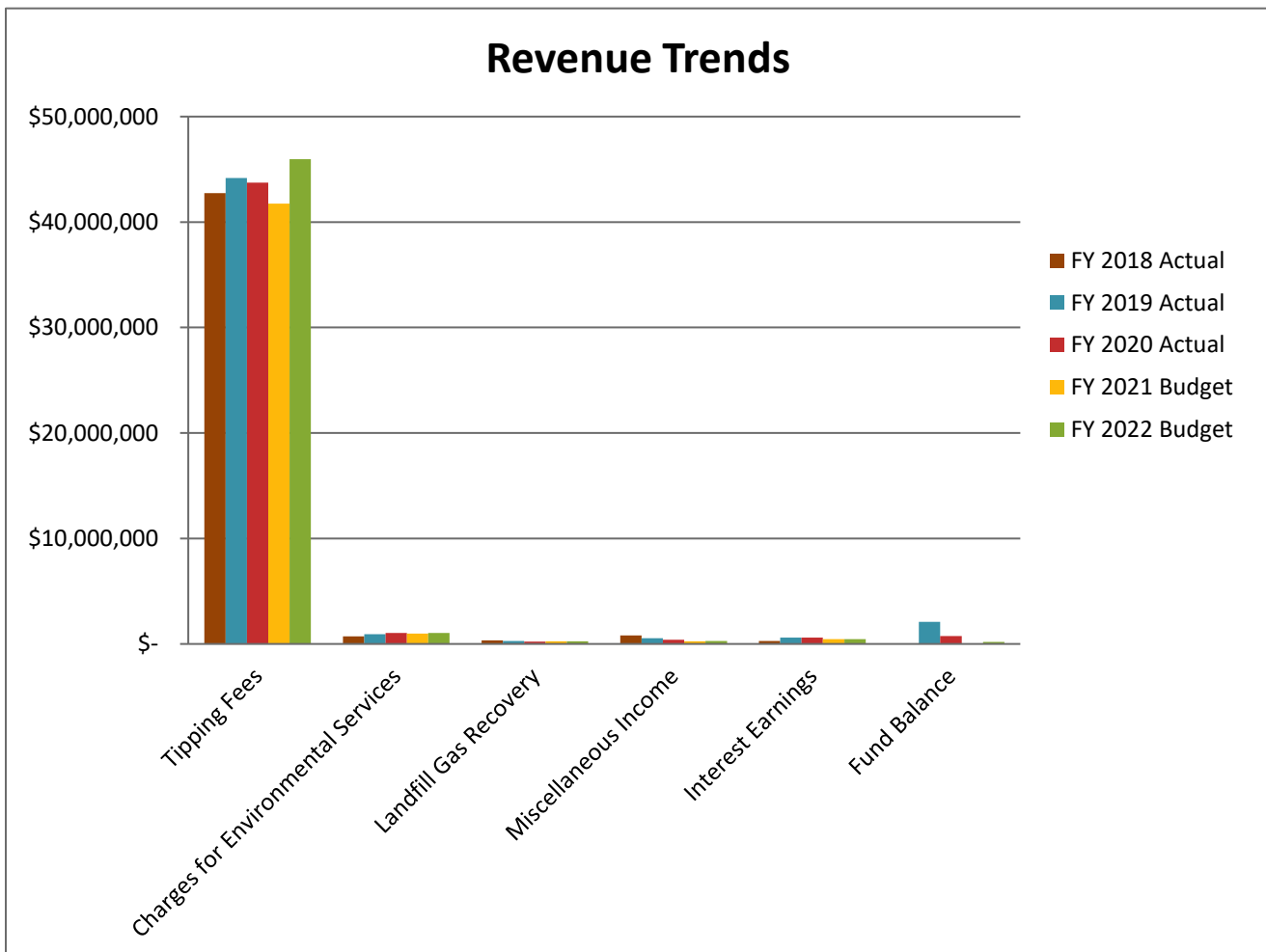
## Revenue Detail and Trends

### IN THIS SECTION:

- Revenue Sources
- Revenue Detail and Trends
- Historical and Projected Waste Stream Tonnages

## Revenue Sources:

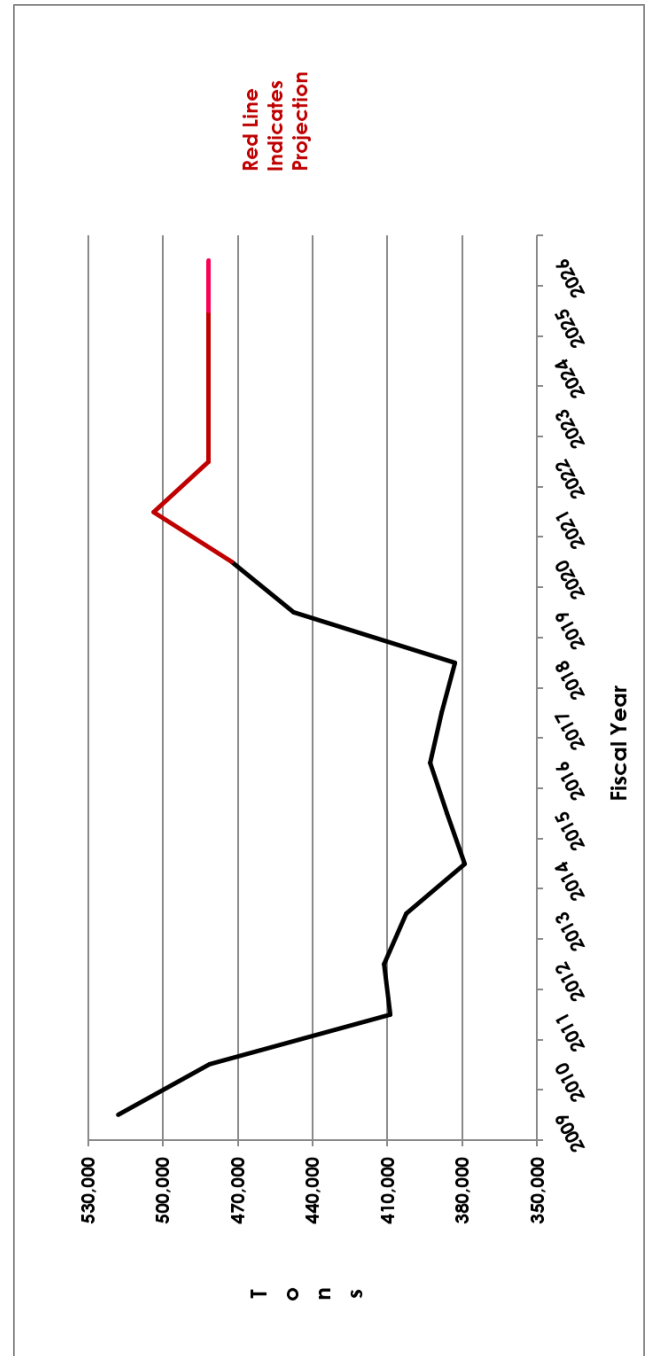
- **Tipping Fees** are SPSA's primary revenue source. Tipping fees are the amount per ton SPSA customers (e.g., member communities, commercial haulers, and others) pay to dispose of solid waste at SPSA's facilities. Tipping fees are categorized as municipal, Navy Solid Waste, construction and demolition 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

			FY 2020 Actual			FY 2021 Budget			FY 2022 Budget		
			Revenue	Rate	Tonnage	Revenue	Rate	Tonnage	Revenue	Rate	Tonnage
<b>Tipping Fees</b>			<b>\$ 43,724,598</b>			<b>\$ 41,756,055</b>			<b>\$ 45,951,468</b>		
	Municipal		26,984,143	\$57.00	472,529	25,365,000	\$57.00	445,000	29,392,850	\$61.00	481,850
	Chesapeake		6,432,126		112,154	6,099,000		107,000	6,710,000		110,000
	Franklin		186,835		3,276	171,000		3,000	201,300		3,300
	Isle of Wight		974,829		17,102	980,400		17,200	1,098,000		18,000
	Norfolk		5,271,192		92,423	5,016,000		88,000	5,429,000		89,000
	Portsmouth		2,498,374		43,829	2,308,500		40,500	2,562,000		42,000
	Southampton County		563,281		9,881	615,600		10,800	658,800		10,800
	Suffolk		2,657,208		46,614	2,217,300		38,900	3,123,200		51,200
	Virginia Beach		8,400,298		147,250	7,957,200		139,600	9,610,550		157,550
Note 1	Navy Solid Waste		1,284,209	\$50.23	24,974	1,319,115	\$51.73	25,500	1,358,688	\$53.28	25,500
	Construction & Demolition Debris		476,044	\$51.00	9,312	765,000	\$51.00	15,000	495,000	\$55.00	9,000
	Sludge-City of Norfolk		236,243	\$50.00	4,725	302,500	\$55.00	5,500	302,500	\$55.00	5,500
	Other Tipping Fees		4,945,719			4,481,440			4,429,430		
	Contract Waste		6,687,433	\$51.00	130,777	6,825,000	\$52.50	130,000	7,085,000	\$54.50	130,000
	Non-Contract Waste		3,110,807	\$76.00	39,588	2,698,000	\$76.00	35,500	2,888,000	\$76.00	38,000
<b>Charges for Environmental Services</b>			<b>1,044,076</b>			<b>973,000</b>			<b>1,036,650</b>		
	Tire program		634,929			600,000			600,000		
	Household Hazardous Waste Revenue		362,682	\$36/Trip		333,000	\$37/Trip		386,650	\$37/Trip	
	White Goods Program		46,465			40,000			50,000		
<b>Landfill Gas Recovery</b>			<b>219,399</b>			<b>260,000</b>			<b>260,000</b>		
<b>Miscellaneous Income</b>			<b>382,892</b>			<b>248,491</b>			<b>268,729</b>		
<b>Interest Earnings</b>			<b>593,289</b>			<b>450,000</b>			<b>450,000</b>		
<b>Fund Balance for Capital / Operating</b>			<b>743,712</b>			<b>-</b>			<b>191,127</b>		
<b>TOTAL REVENUES</b>			<b>\$ 46,707,965</b>			<b>\$ 43,687,546</b>			<b>\$ 48,157,974</b>		
Note 1: The rate shown for Navy Solid Waste reflects an average rate and not the actual contract rate.											
Miscellaneous Income consists of revenue generated from leased property, finance charges paid by customers and other miscellaneous items.											

Southeastern Public Service Authority (SPSA)										
Historical and Projected Municipal Waste Stream (Tonnages)										
Member Community	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Chesapeake	90,926	90,896	105,353	112,154	115,566	110,000	110,000	110,000	110,000	110,000
Franklin	2,690	2,698	2,955	3,276	3,543	3,300	3,300	3,300	3,300	3,300
Isle of Wight	15,180	16,883	17,265	17,102	17,948	18,000	18,000	18,000	18,000	18,000
Norfolk	64,575	62,587	90,129	92,423	93,632	89,000	89,000	89,000	89,000	89,000
Portsmouth	30,023	32,769	40,222	43,829	45,977	42,000	42,000	42,000	42,000	42,000
Southampton County	8,593	8,910	10,675	9,881	9,775	10,800	10,800	10,800	10,800	10,800
Suffolk	45,645	40,847	42,325	46,614	49,482	51,200	51,200	51,200	51,200	51,200
Virginia Beach	130,645	127,483	138,823	147,250	167,748	157,550	157,550	157,550	157,550	157,550
Totals	388,277	383,073	447,747	472,529	503,671	481,850	481,850	481,850	481,850	481,850
Increase in tons in FY 2019 is for bulk waste										
Please see Appendix for a Historical Schedule of Tons Received at each Transfer Station										



## Expense Detail and Trends

IN THIS SECTION:

- Expense Detail and Trends

# Description of Cost Centers

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

**Administration** consists of accounting, executive office, human resources, purchasing, costs related to the regional office building and information technology.

**Environmental** consist of cost centers for environmental management, the household hazardous waste program, and the white goods program located at the Regional Landfill in Suffolk.

**Operations** consist of expenses related to the operation of the regional landfill, transportation, fleet maintenance, the tire shredder, the transfer stations, the safety program, and the scalehouse operations.

**Contracted Waste Disposal Expenses** includes costs associated with the Waste Disposal & Services Agreement and the Waste Hauling & Disposal Services Agreement, both with Wheelabrator Portsmouth.

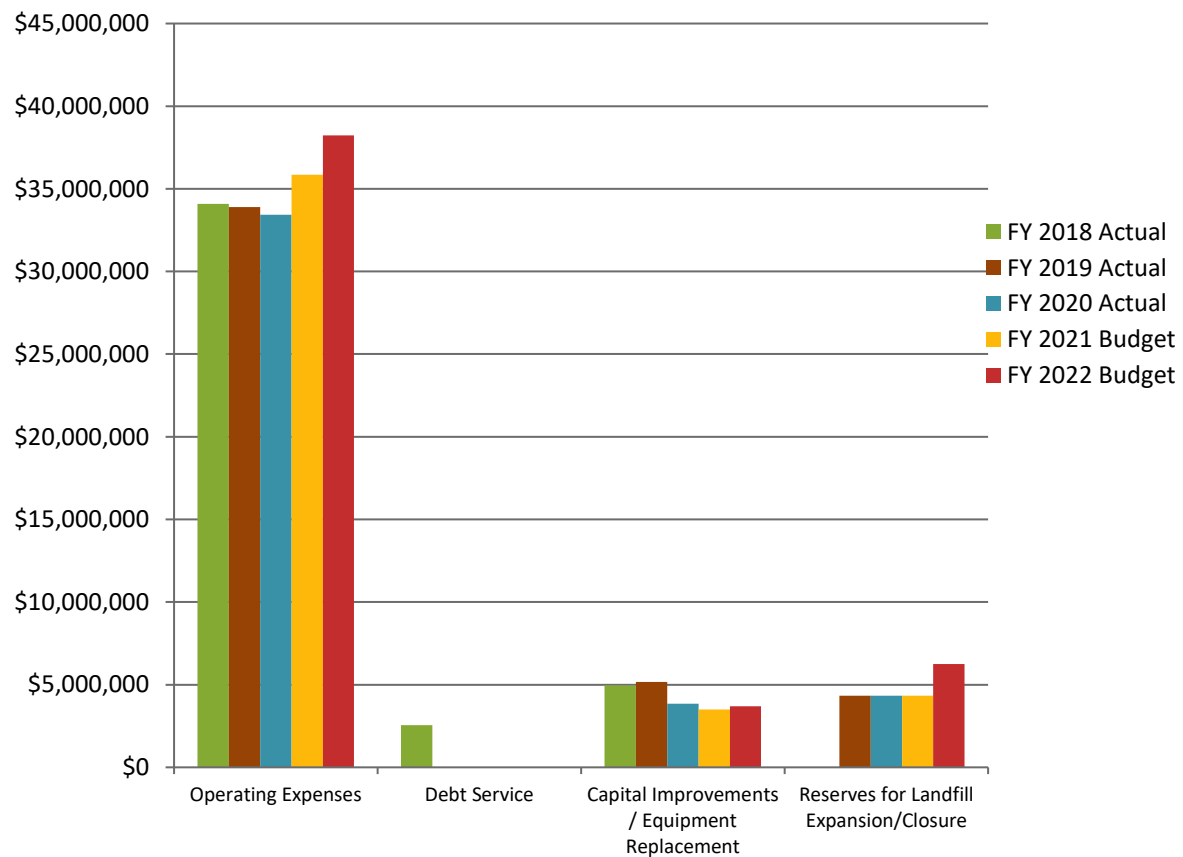
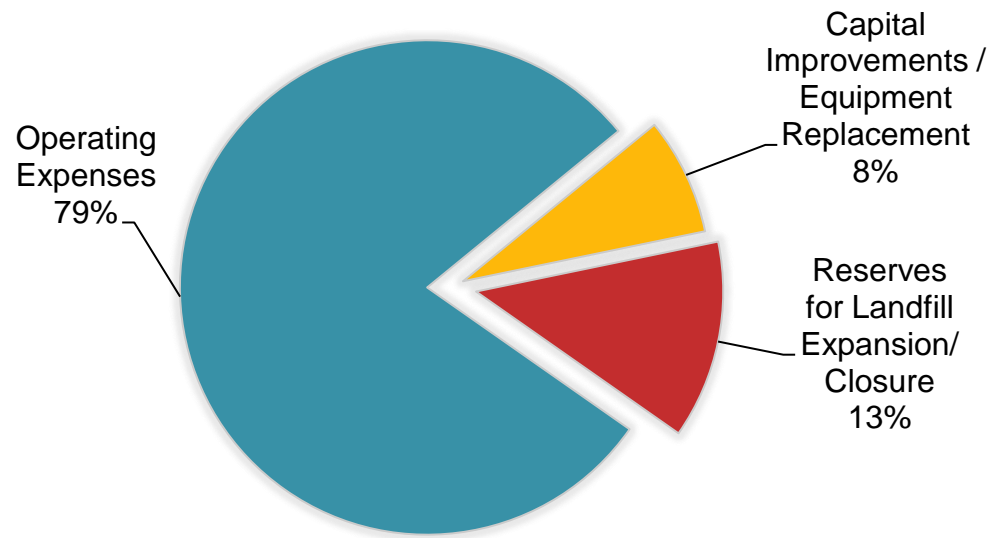
**Capital Improvement / Equipment Replacement** provide the cost estimates for various capital improvements and equipment replacement projected to be incurred in the fiscal year.

**Debt Service** captures the annual debt service requirement.

**Deposit to Trust Accounts** consists of the required annual deposits to the Suffolk Landfill Environmental Trust.

**Reserves for Landfill Expansion/Closure** consists of funds being set aside to construct additional cells at the landfill and close cells that have reached capacity.

## FY 2022 Expenses

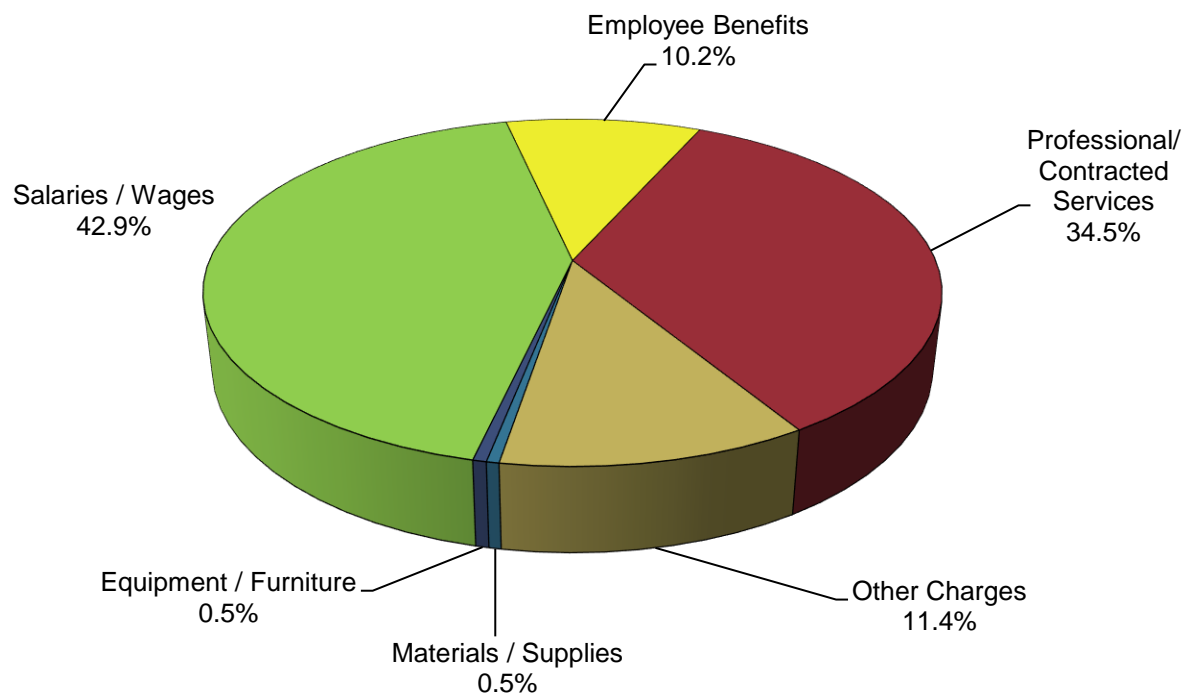




# Administration

SPSA's administration supports the entire disposal system. It includes the functions of the Executive Office, Human Resources, Accounting, Purchasing, Information Technology and Regional Office Building.

Summary of Administration Expenses						
Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
51000	Salaries / Wages	\$ 821,777	\$ 837,565	\$ 850,964	2%	42.9%
52000	Employee Benefits	185,165	212,102	202,110	-5%	10.2%
53000	Professional/Contracted Services	394,702	701,063	683,423	-3%	34.5%
55000	Other Charges	191,856	223,872	226,970	1%	11.4%
56000	Materials / Supplies	6,628	7,888	9,208	17%	0.5%
58000	Equipment / Furniture	15,380	10,000	10,000	0%	0.5%
	Total	\$1,615,509	\$1,992,490	\$1,982,675	0%	100%



Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>110</b>	<b>Accounting Department</b>						
	51100	Salaries Exempt	\$ 167,698	\$ 166,179	\$ 171,164	3%	47%
	51110	Salaries Non-Exempt	30,591	35,360	36,421	3%	10%
	51200	Overtime	13	-	-	N/A	0%
	52100	Social Security/Medicare Tax	14,592	15,418	15,880	3%	4%
	52200	VRS Retirement	1,113	842	939	12%	0%
	52300	Health Insurance	33,404	37,284	36,894	-1%	10%
	52400	VRS life Insurance	2,555	2,701	2,782	3%	1%
	52600	Unemployment Insurance	44	24	79	229%	0%
	52700	Workers Compensation	144	110	104	-5%	0%
	53130	Professional Services	62,550	58,000	45,000	-22%	12%
	53600	Advertising	1,168	3,000	2,000	-33%	1%
	53700	Trustee Expense	1,000	1,000	1,000	0%	0%
	55300	Insurance/Bonding	1,392	1,488	1,632	10%	0%
	55510	Travel and Training	46	2,400	100	-96%	0%
	55815	Bank Fees / Svc Charges	41,049	42,000	48,332	15%	13%
		Total Expenses	\$ 357,357	\$ 365,806	\$ 362,327	-1%	100%
	<b>Personnel ~ Full Time Equivalent (FTE)</b>		<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Accounting Manager	1	1	1		
		Financial Support & Scalehouse Administrator	1	1	1		
	Non-Exempt Positions						
		Accounting Specialist	1	1	1		
		Total	3	3	3		
Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>120</b>	<b>Executive Offices</b>						
	51100	Salaries Exempt	\$ 394,161	\$ 396,946	\$ 412,757	4%	45%
	51110	Salaries Non-Exempt	-	-	-	N/A	0%
	52100	Social Security/Medicare Tax	26,563	30,366	31,576	4%	3%
	52200	VRS Retirement	2,090	1,547	1,728	12%	0%
	52300	Health Insurance	26,663	25,956	25,686	-1%	3%
	52400	VRS life Insurance	4,952	5,319	5,531	4%	1%
	52600	Unemployment Insurance	63	24	79	229%	0%
	52700	Workers Compensation	252	216	206	-5%	0%
	53130	Professional Services	53,655	100,000	100,000	0%	11%
	53150	Legal Fees	85,339	325,000	325,000	0%	36%
	53600	Advertising	3,384	3,000	3,500	17%	0%
	55300	Insurance/Bonding	2,520	2,928	3,252	11%	0%
	55510	Travel and Training	1,277	4,500	4,500	0%	0%
	55810	Membership & Professional Dues	383	650	400	-38%	0%
	56100	Office Supplies	-	-	-	N/A	0%
	56110	Dues & Subscriptions	202	500	400	-20%	0%
	56300	Safety Apparel & Equipment	-	-	-	N/A	0%
		Total Expenses	\$ 601,503	\$ 896,952	\$ 914,615	2%	100%
	<b>Personnel ~ Full Time Equivalent (FTE)</b>		<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Executive Director	1	1	1		
		Deputy Executive Director	1	1	1		
		Executive Administrator	1	1	1		
	Non-Exempt Positions						
		Procurement Specialist	1	0	0		
		Total	4	3	3		

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>130</b>	<b>Human Resources</b>						
	51100	Salaries Exempt	\$ 70,740	\$ 69,464	\$ 71,548	3%	48%
	51110	Salaries Non-Exempt	1,752	15,176	-	-100%	0%
	52100	Social Security/Medicare Tax	5,397	6,475	5,473	-15%	4%
	52200	VRS Retirement	319	-	-	N/A	0%
	52300	Health Insurance	35,149	38,778	29,811	-23%	20%
	52400	VRS life Insurance	910	931	959	3%	1%
	52600	Unemployment Insurance	10	16	26	63%	0%
	52700	Workers Compensation	72	15,046	12,829	-15%	9%
	53110	Medical Fees	8,147	12,000	11,000	-8%	7%
	53130	Professional Services	1,224	1,500	1,500	0%	1%
	53600	Advertising	865	3,000	3,000	0%	2%
	55300	Insurance/Bonding	696	624	564	-10%	0%
	55510	Travel and Training	572	1,000	1,000	0%	1%
	55810	Membership & Professional Dues	619	600	600	0%	0%
	55820	Awards Program	8,625	9,000	10,000	11%	7%
		Total Expenses	\$ 135,098	\$ 173,610	\$ 148,310	-15%	100%
		<b>Personnel ~ Full Time Equivalent (FTE)</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
		Exempt Positions					
		Human Resources Generalist	1	1	1		
		Non-Exempt Positions					
		Human Resources Assistant - Part Time	0.5	0.6	0		
		Total	1.5	1.6	1		
Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>150</b>	<b>Regional Office Building</b>						
	53170	Fire Protection	\$ -	\$ -	\$ 250	N/A	0%
Note A	53310	Maintenance Agreements	29,999	32,000	32,000	0%	22%
	53320	Grounds Maintenance	15,255	10,000	10,000	0%	7%
	53410	Building / Site Maintenance	44,673	58,500	58,500	0%	39%
	55100	Electricity	21,087	26,300	23,000	-13%	15%
	55120	Heating/gas	885	1,000	1,000	0%	1%
	55130	Water / Sewer	9,471	8,900	9,700	9%	7%
Note B	55210	Postage	1,162	2,000	1,800	-10%	1%
	55300	Insurance/Bonding	6,156	6,192	6,780	9%	5%
Note B	56100	Office Supplies	4,779	5,000	4,000	-20%	3%
	56140	Other Operating Supplies	645	1,888	1,500	-21%	1%
	58100	Furniture	7,121	-	-	N/A	0%
		Total Expenses	\$ 141,232	\$ 151,780	\$ 148,530	-2%	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 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>160</b>	<b>Information Technology</b>						
	51100	Salaries Exempt	\$ 156,823	\$ 154,440	\$ 159,074	3%	39%
	52100	Social Security/Medicare Tax	11,774	11,815	12,169	3%	3%
	52200	VRS Retirement	1,168	1,548	1,728	12%	0%
	52300	Health Insurance	15,798	15,516	15,366	-1%	4%
	52400	VRS life Insurance	2,011	2,070	2,132	3%	1%
	52600	Unemployment Insurance	16	16	53	231%	0%
	52700	Workers Compensation	108	84	80	-5%	0%
	53130	Professional Services	576	1,261	1,356	8%	0%
	53310	Maintenance Agreements	86,869	92,802	89,317	-4%	22%
	55200	Telephone	94,699	112,000	113,050	1%	28%
	55300	Insurance/Bonding	1,068	1,140	1,260	11%	0%
	55510	Travel and Training	149	1,150	-	-100%	0%
	56110	Dues & Subscriptions	277	-	2,808	N/A	1%
	56200	Vehicle / Equipment Fuel	25	-	-	N/A	0%
	56410	Small Equipment	700	500	500	0%	0%
	58200	Computer Hardware	8,259	10,000	10,000	0%	2%
		Total Expenses	\$ 380,319	\$ 404,342	\$ 408,893	1%	100%
		<b>Personnel ~ Full Time Equivalent (FTE)</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
		Exempt Positions					
		Applications Administrator	1	1	1		
		Network Administrator	1	1	1		
		Total	2	2	2		



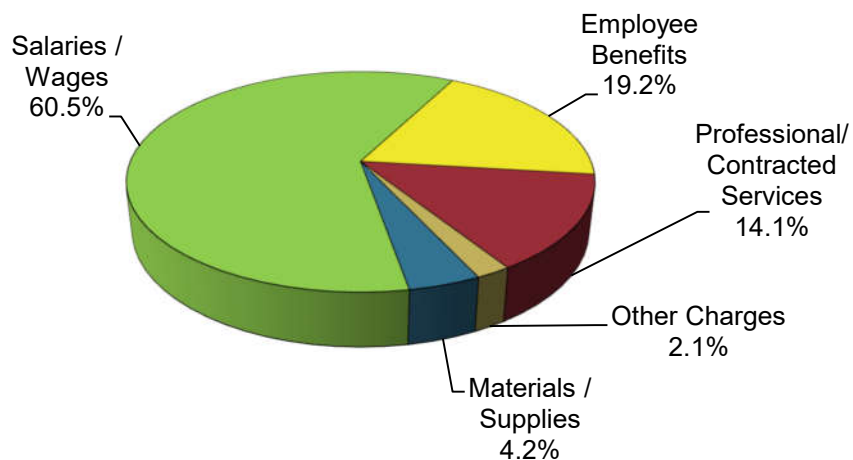
## Environmental Management

The Environmental Management Division of SPSA is responsible for compliance matters throughout the SPSA organization. Each SPSA facility has a minimum of one permit per facility with the exception of the Regional Landfill which has four. The Environmental division manages permits issued by the Virginia Department of Environmental Quality

(DEQ), Hampton Roads Sanitation District (HRSD), and underground storage tank compliance at several facilities. To ensure compliance, the environmental division conducts regular inspections at facilities and training of SPSA personnel. In addition, environmental staff manages the Environmental Management System or EMS. The EMS program has a multitude of documentation, training, and audit requirements throughout the organization. Lastly, environmental staff also conducts field monitoring for ground water, gas, drinking water, effluent, and random load inspections for permit compliance.

**Summary of Environmental Expenses**

Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
51000	Salaries / Wages	\$ 289,246	\$ 319,891	\$ 327,643	2%	60.5%
52000	Employee Benefits	101,782	114,101	103,908	-9%	19.2%
53000	Professional/Contracted Services	73,659	78,200	76,150	-3%	14.1%
55000	Other Charges	5,295	13,700	11,192	-18%	2.1%
56000	Materials / Supplies	17,289	22,838	22,860	0%	4.2%
		\$ 487,270	\$ 548,730	\$ 541,753	-1%	100%



Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>200</b>		<b>Environmental Management</b>					
	51100	Salaries Exempt	\$ 173,140	\$ 175,433	\$ 178,912	2%	40%
	51110	Salaries Non-Exempt	115,011	142,458	146,731	3%	33%
	51200	Overtime	1,095	2,000	2,000	0%	0%
	52100	Social Security/Medicare Tax	21,233	24,472	25,065	2%	6%
	52200	VRS Retirement	1,706	1,892	2,066	9%	0%
	52300	Health Insurance	65,863	76,008	65,538	-14%	15%
	52400	VRS Life Insurance	3,800	4,260	4,355	2%	1%
	52600	Unemployment Insurance	48	56	185	230%	0%
	52700	Workers Compensation	9,132	7,413	6,699	-10%	1%
	53160	Environmental Testing	1,334	2,000	2,000	0%	0%
	53210	Uniform Rental	1,723	2,700	2,700	0%	1%
	53330	Hazardous Waste Cleanup & Disposal	-	2,000	2,000	0%	0%
	53400	Equipment Maintenance	-	1,500	1,000	-33%	0%
	53600	Advertising	-	500	500	0%	0%
	55300	Insurance/Bonding	1,872	2,400	2,772	16%	1%
	55510	Travel and Training	242	3,000	3,000	0%	1%
	55810	Membership & Professional Dues	-	200	200	0%	0%
	55830	EMS Support Program	34	1,000	1,000	0%	0%
	56100	Office Supplies	373	1,200	1,200	0%	0%
	56140	Other Operating Supplies	2,739	2,500	2,500	0%	1%
	56300	Safety Apparel & Equipment	497	500	500	0%	0%
		Total Expenses	\$ 399,843	\$ 453,492	\$ 450,923	-1%	100%
		<b>Personnel ~ Full Time Equivalent (FTE)</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
		Exempt Positions					
		Assistant Landfill & Environmental Manager	1	1	1		
		Landfill & Environmental Compliance Specialist	1	1	1		
		Environmental Specialist	1	1	1		
		Non-Exempt Positions					
		Environmental Technician	3	4	4		
		Total	6	7	7		

# Household Hazardous Waste Program



SPSA operates four (4) household hazardous waste (HHW) collection facilities. The HHW collection facility at the regional landfill in Suffolk is open full time, Monday through Friday and a half-day Saturday. The Norfolk facility is open a half-day on Tuesday and a half-day on Saturdays. The Chesapeake facility operates on a monthly recurring schedule and the Franklin facility operates on a quarterly recurring schedule. Periodic mobile HHW collection events are scheduled in Portsmouth, Chesapeake, Norfolk and Suffolk upon the City's request.

Residents from all member communities may bring unwanted HHW to any of the established household hazardous waste facilities to be disposed of safely, free of charge, however, the resident's member community is charged a disposal fee. Commercial HHW is NOT accepted at any SPSA HHW facility. HHW generated commercially must be disposed of using a commercial waste disposal company.

In fiscal year 2020, SPSA safely disposed of 18,166 gallons of liquid HHW and 10,897 pounds of solid HHW.

Please see SPSA's website for more information: [www.SPSA.com](http://www.SPSA.com)

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>210</b>	<b>Household Hazardous Waste Program</b>						
	53110	Medical Fees	\$ -	\$ 2,000	\$ 1,450	-28%	2%
	53330	Hazardous Waste Cleanup & Disposal	48,888	55,000	55,000	0%	61%
	53400	Equipment Maintenance	6,471	8,500	7,500	-12%	8%
	53410	Building / Site Maintenance	15,242	4,000	4,000	0%	4%
	55100	Electricity	1,755	4,000	2,500	-38%	3%
	55300	Insurance/Bonding	1,392	2,100	720	-66%	1%
	55510	Travel and Training	-	1,000	1,000	0%	1%
	56140	Other Operating Supplies	5,467	1,200	1,200	0%	1%
	56200	Vehicle / Equipment Fuel	5,781	8,938	8,960	0%	10%
	56220	Vehicle / Equipment Tires	1,184	5,000	5,000	0%	6%
	56300	Safety Apparel & Equipment	916	2,000	2,000	0%	2%
	56410	Small Equipment	331	1,500	1,500	0%	2%
		<b>Total Expenses</b>	<b>\$ 87,428</b>	<b>\$ 95,238</b>	<b>\$ 90,830</b>	<b>-5%</b>	<b>100%</b>



# Household Hazardous Waste Program Statistics

SPSA Household Hazardous Waste Collection Summary						
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Paint Related Materials	880	660	990	550	1,210	1,182
High BTU (Waste fuel/solvents)	1,650	1,650	1,485	1,100	1,925	2,715
Detergents/Cleaners	1,320	385	440	380	440	673
Oxidizers	3,850	3,150	4,400	3,500	4,000	3,075
Pesticide Liquid	2,420	2,035	1,705	1,650	2,035	2,852
Pesticide Solid	8,800	6,750	9,900	6,750	4,500	4,700
Acids (Inorganic)	385	275	220	220	385	343
Antifreeze	2,298	1,460	1,285	746	825	847
Oil	11,580	7,064	10,381	8,703	6,900	8,800
Base Liquids	385	220	110	236	55	154
Base Solids	110	55	0	0	0	55
* Wet Cell Batteries	390	307	731	687	1,070	398
** Dry Cell Batteries	1,100	700	700	1,050	1,400	1,200
* Propane Cylinders	568	576	730	776	776	524
* Other Cylinders	700	1,125	416	1,619	2,650	2,446
Aerosol Cans	600	6	2,400	2,000	1,200	1,850
Mercury	456	584	30	75	30	15
Reactive (Calcium Carbide)	0	1	0	0	0	2
Cooking Oil	980	555	600	800	550	600
<b>Total Liquid</b>	<b>21,898</b>	<b>14,304</b>	<b>17,216</b>	<b>14,385</b>	<b>14,325</b>	<b>18,166</b>
<b>Total Solid</b>	<b>14,916</b>	<b>11,246</b>	<b>17,430</b>	<b>13,375</b>	<b>11,130</b>	<b>10,897</b>
*Totals do not include waste measured as "Each"						
**Dry cell battery weight is approximately based on ~700 Lbs per 55 gallon drum						



## White Goods Program

White goods or other metal containing waste is collected at the SPSA regional landfill and is recycled with a local metal recycling company. The organization receives the current scrap metal price and strives to separate metal types to maximum revenue. Also, environmental staff is licensed to recover refrigerant from any refrigerant containing device received in the white goods program. The hours of the white goods program mirror that of the SPSA HHW facility at the regional landfill. In fiscal year 2020, the white goods program recycled 780,300 pounds of scrap steel and aluminum.



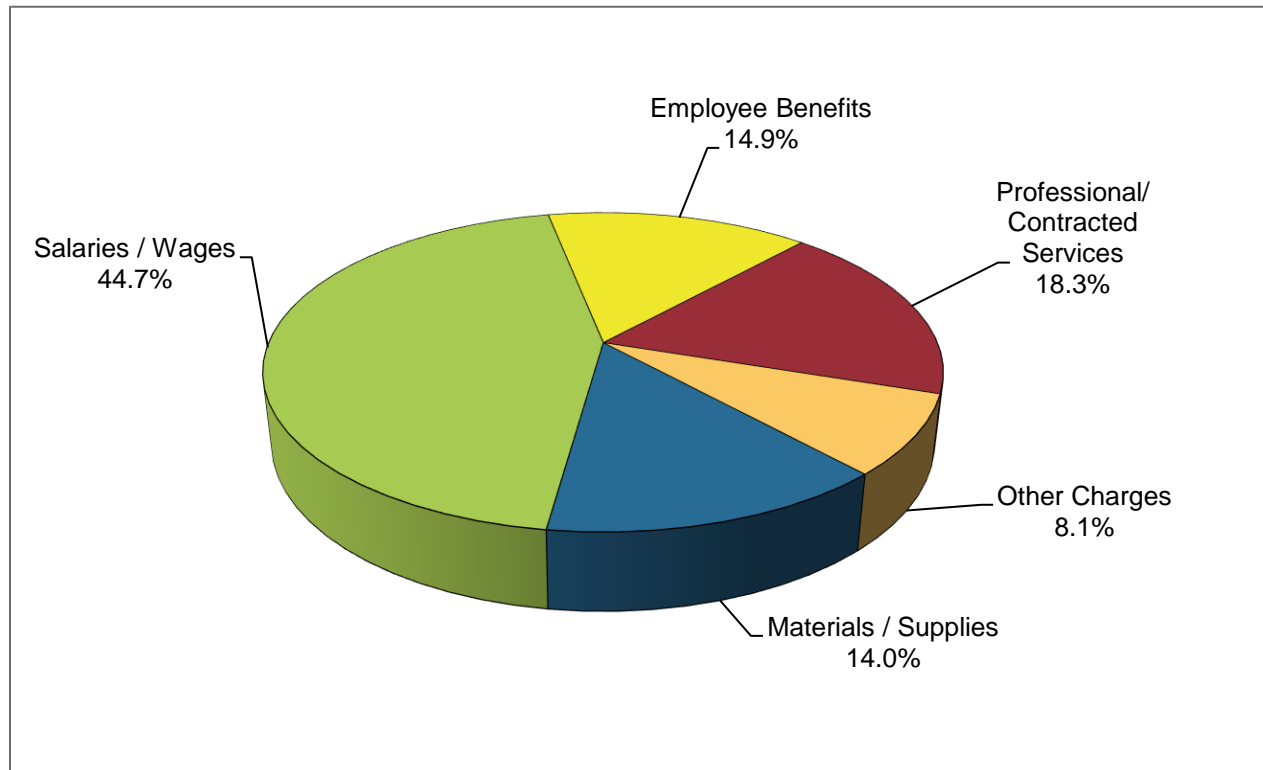
Pounds of Scrap Steel and Metal Recycled				
FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
523,740	600,360	572,000	663,520	780,300

# Operational Expenses

The Operational Expenses represent the core costs of the disposal system. It includes costs for the regional landfill, transportation, transfer stations, fleet maintenance, scalehouses, and safety.

The Operations Center is located at 4 Victory Boulevard in Portsmouth, Virginia and includes a fleet maintenance shop and office space for staff.

Summary of Operational Expenses						
Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
51000	Salaries / Wages	\$ 5,449,806	\$ 5,731,396	\$ 5,840,179	2%	44.7%
52000	Employee Benefits	1,811,275	1,917,326	1,949,313	2%	14.9%
53000	Professional/Contracted Services	2,133,993	2,383,307	2,390,280	0%	18.3%
55000	Other Charges	852,404	1,053,761	1,062,585	1%	8.1%
56000	Materials / Supplies	1,365,910	1,813,457	1,834,493	1%	14.0%
		\$11,613,389	\$12,899,247	\$13,076,849	1%	100%



Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>300</b>	<b>Operations Center</b>						
Note A	53310	Maintenance Agreements	\$ 12,294	\$ 20,000	\$ 20,000	0%	17%
	53320	Grounds Maintenance	5,070	6,700	7,500	12%	6%
	53400	Equipment Maintenance	3	1,000	-	-100%	0%
	53410	Building / Site Maintenance	28,518	48,000	48,000	0%	40%
	55100	Electricity	32,582	36,500	36,500	0%	30%
	55120	Heating/gas	7,875	7,500	8,000	7%	7%
	55300	Insurance/Bonding	2,136	2,256	-	-100%	0%
	56140	Other Operating Supplies	400	1,000	1,000	0%	1%
	56200	Vehicle / Equipment Fuel	285	280	-	-100%	0%
		Total Expenses	\$ 89,163	\$ 123,236	\$ 121,000	-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 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>310</b>	<b>Safety</b>						
	51100	Salaries Exempt	\$ 135,156	\$ 138,225	\$ 136,861	-1%	65%
	52100	Social Security/Medicare Tax	10,083	10,574	10,470	-1%	5%
	52200	VRS Retirement	596	-	1,728	N/A	1%
	52300	Health Insurance	20,066	22,968	32,418	41%	15%
	52400	VRS Life Insurance	1,697	1,852	1,834	-1%	1%
	52600	Unemployment Insurance	55	16	53	231%	0%
	52700	Workers Compensation	6,396	5,946	6,221	5%	3%
	53160	Environmental Testing	-	1,000	1,000	0%	0%
	53400	Equipment Maintenance	133	250	1,000	300%	0%
	55210	Postage	-	60	60	0%	0%
	55300	Insurance/Bonding	924	1,092	1,188	9%	1%
	55510	Travel and Training	647	1,350	1,850	37%	1%
	55700	Toll Roads	405	735	735	0%	0%
	55810	Membership & Professional Dues	921	1,638	1,200	-27%	1%
	56100	Office Supplies	1,133	500	500	0%	0%
	56110	Dues & Subscriptions	315	500	500	0%	0%
	56140	Other Operating Supplies	5,167	-	-	N/A	0%
	56200	Vehicle / Equipment Fuel	583	1,960	1,400	-29%	1%
	56220	Vehicle / Equipment Tires	-	500	500	0%	0%
	56300	Safety Apparel & Equipment	686	750	11,000	1367%	5%
	56410	Small Equipment	63	418	400	-4%	0%
		Total Expenses	\$ 185,027	\$ 190,334	\$ 210,918	11%	100%
<b>Personnel ~ Full Time Equivalent (FTE)</b>			<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Safety & Risk Manager	1	1	1		
		Assistant Safety & Risk Manager	1	1	1		
		Total	2	2	2		



## Regional Landfill

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

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

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

During fiscal year 2020, approximately 472,000 tons was disposed of or used as daily cover. It is projected that the landfill will dispose of approximately 350,000 tons of waste in fiscal year 2021.





Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>320</b>	<b>Regional Landfill</b>						
	51100	Salaries Exempt	\$ 228,506	\$ 147,266	\$ 146,534	0%	5%
	51110	Salaries Non-Exempt	561,266	485,454	459,478	-5%	14%
	51200	Overtime	41,293	30,000	30,000	0%	1%
	52100	Social Security/Medicare Tax	61,725	50,698	48,655	-4%	2%
	52200	VRS Retirement	5,646	9,240	10,233	11%	0%
	52300	Health Insurance	144,981	153,564	120,684	-21%	4%
	52400	VRS Life Insurance	9,555	8,197	7,831	-4%	0%
	52600	Unemployment Insurance	317	120	370	208%	0%
	52700	Workers Compensation	23,196	13,236	11,231	-15%	0%
	53120	Security Service	84,402	84,000	85,680	2%	3%
	53130	Professional Services	4,188	-	-	N/A	0%
Note A	53140	Engineering Services	248,962	270,000	248,000	-8%	8%
	53145	Landfill Survey	10,118	7,500	5,000	-33%	0%
	53160	Environmental Testing	102,730	100,000	100,000	0%	3%
	53170	Fire Protection	-	-	1,000	N/A	0%
	53200	Temporary Employment Services	36,702	34,320	34,320	0%	1%
	53210	Uniform Rental	4,629	6,400	6,400	0%	0%
	53310	Maintenance Agreements	12,820	13,080	13,080	0%	0%
	53400	Equipment Maintenance	298,283	292,050	292,050	0%	9%
	53410	Building / Site Maintenance	99,834	100,000	125,000	25%	4%
	53420	Leachate Pumping Station	20,742	37,500	37,500	0%	1%
	53800	Permits	29,347	44,351	36,505	-18%	1%
	53820	Suffolk Good Neighbor/Host Fee	755,006	582,400	624,000	7%	19%
	55100	Electricity	23,747	35,000	32,000	-9%	1%
	55120	Heating/gas	1,269	3,000	-	-100%	0%
	55130	Water / Sewer	13,536	13,942	14,000	0%	0%
	55150	Leachate Treatment	262,035	380,000	380,000	0%	12%
	55220	Radio Communications	702	2,500	1,500	-40%	0%
	55300	Insurance/Bonding	26,688	26,136	26,064	0%	1%
	55350	Landfill Fire Expenses	5,000	-	-	N/A	0%
	55400	Equipment Rental	37,358	35,000	30,000	-14%	1%
	55510	Travel and Training	1,426	10,000	10,000	0%	0%
	55810	Membership & Professional Dues	273	300	300	0%	0%
	56100	Office Supplies	997	850	850	0%	0%
	56110	Dues & Subscriptions	5,999	13,000	13,000	0%	0%
	56140	Other Operating Supplies	37,298	49,400	49,400	0%	2%
	56200	Vehicle / Equipment Fuel	132,795	204,562	196,000	-4%	6%
	56220	Vehicle / Equipment Tires	13,844	25,000	25,000	0%	1%
	56300	Safety Apparel & Equipment	3,049	2,600	2,600	0%	0%
	56410	Small Equipment	34,349	5,000	5,000	0%	0%
		Total Expenses	\$ 3,384,613	\$ 3,275,666	\$ 3,229,265	-1%	100%
<b>Personnel ~ Full Time Equivalent (FTE)</b>			<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Landfill & Environmental Manager	1	1	1		
		Landfill Supervisor	1	1	1		
		Heavy Equipment Manager	1	0	0		
	Non-Exempt Positions						
		Lead Equipment Mechanic	1	0	0		
		Equipment Mechanic	2	0	0		
		Heavy Equipment Operator, Sr.	4	4	3		
		Heavy Equipment Operator	7.5	6.5	6.5		
		Landfill/Environmental Support Spec	1	1	1		
		Solid Waste Assistant	2	1	1		
		Total	20.50	14.50	13.50		
Note A: Engineering services is for ground water monitoring, landfill gas monitoring, permit compliance and other environmental consulting.							

## Regional Landfill Waste Stream (tons)

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



## Tire Shredder

The shredding of tires started in 1988. Employees de-rim tires on site and recycle the rims. Tires are then processed through the tire shredder. The finished product is used as supplemental daily landfill cover, and used in drainage projects, pipe substrate, road base material and to repair seeps in landfill slopes.

Residents can dispose of automobile tires by bringing them to the SPSA Tire Shredder located at the Regional Landfill.

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

Tire disposal has increased from 288,600 tires in 2016 to 614,500 tires in 2020. It is projected that the number of tires processed in 2021 will exceed 600,000. The SPSA Tire Shredding operation has the capacity to process approximately 1,000,000 tires when operating at full capacity. SPSA stands ready to provide additional capacity as required by our member communities.

Number of Tires Processed				
FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
288,600	328,900	458,600	561,100	614,500

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
330	Tire Shredder						
	51100	Salaries Exempt	\$ 50,598	\$ 49,920	\$ 51,418	3%	18%
	51110	Salaries Non-Exempt	75,507	73,078	75,270	3%	26%
	51200	Overtime	9,875	2,500	2,500	0%	1%
	52100	Social Security/Medicare Tax	10,258	9,601	9,883	3%	3%
	52200	VRS Retirement	1,462	2,927	3,269	12%	1%
	52300	Health Insurance	27,891	25,956	25,686	-1%	9%
	52400	VRS Life Insurance	1,623	1,648	1,698	3%	1%
	52600	Unemployment Insurance	24	24	79	230%	0%
	52700	Workers Compensation	3,348	2,597	2,457	-5%	1%
	53210	Uniform Rental	1,073	1,525	1,525	0%	1%
	53400	Equipment Maintenance	86,932	80,000	70,000	-13%	24%
	53410	Building / Site Maintenance	1,133	6,500	6,500	0%	2%
	53800	Permits	4,148	4,220	4,763	13%	2%
	55100	Electricity	8,938	10,000	10,000	0%	3%
	55300	Insurance/Bonding	2,532	3,180	3,468	9%	1%
	55430	Tire De-Rimming Service	1,630	5,000	5,000	0%	2%
	56100	Office Supplies	159	200	200	0%	0%
	56140	Other Operating Supplies	329	500	500	0%	0%
	56200	Vehicle / Equipment Fuel	6,147	4,088	4,522	11%	2%
	56220	Vehicle / Equipment Tires	-	5,000	5,000	0%	2%
	56300	Safety Apparel & Equipment	357	700	700	0%	0%
	56410	Small Equipment	978	2,000	2,000	0%	1%
		Total Expenses	\$ 294,941	\$ 291,164	\$ 286,438	-2%	100%
	<b>Personnel ~ Full Time Equivalent (FTE)</b>		<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Tire Shredder Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator	<u>2</u>	<u>2</u>	<u>2</u>		
		Total	3	3	3		



## Fleet Maintenance



The fleet maintenance department was established in 1985. There are 2 maintenance facilities: one large 14 bay facility located at the Operations Center on Victory Boulevard in Portsmouth and one 2 bay facility located at the Regional Landfill in Suffolk. The majority of the equipment is serviced and repaired at the facility in Portsmouth.

The Department provides preventive maintenance and repairs to approximately 284 pieces of rolling stock equipment. The types of equipment include track dozers and excavators, compactors, articulating dump trucks, wheeled loaders, skid steers, class 8 tractors, class 6 vehicles, trailers, pickup trucks and a variety of smaller construction equipment.

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>340</b>	<b>Fleet Maintenance - Operations Center</b>						
	51100	Salaries Exempt	\$ 94,559	\$ 136,955	\$ 141,064	3%	14%
	51110	Salaries Non-Exempt	484,855	515,441	529,479	3%	53%
	51200	Overtime	5,691	6,500	6,000	-8%	1%
	52100	Social Security/Medicare Tax	42,103	50,406	51,756	3%	5%
	52200	VRS Retirement	3,325	2,653	2,925	10%	0%
	52300	Health Insurance	134,453	155,820	154,230	-1%	15%
	52400	VRS Life Insurance	7,732	8,742	8,975	3%	1%
	52600	Unemployment Insurance	166	96	317	230%	0%
	52700	Workers Compensation	15,552	14,453	14,664	1%	1%
	53170	Fire Protection	6,486	3,500	3,000	-14%	0%
	53210	Uniform Rental	3,408	3,961	3,961	0%	0%
	53400	Equipment Maintenance	12,176	15,000	16,000	7%	2%
	55300	Insurance/Bonding	18,744	21,324	19,056	-11%	2%
	55510	Travel and Training	1,620	5,000	3,000	-40%	0%
	55700	Toll Roads	553	750	500	-33%	0%
	55810	Membership & Professional Dues	-	500	500	0%	0%
	56100	Office Supplies	1,119	1,000	2,000	100%	0%
	56110	Dues & Subscriptions	999	-	3,500	N/A	0%
	56140	Other Operating Supplies	23,477	17,000	17,000	0%	2%
	56200	Vehicle / Equipment Fuel	4,200	8,966	6,440	-28%	1%
	56220	Vehicle / Equipment Tires	-	2,000	2,000	0%	0%
	56300	Safety Apparel & Equipment	1,109	3,000	3,000	0%	0%
	56410	Small Equipment	13,779	14,000	14,000	0%	1%
		Total Expenses	\$ 876,106	\$ 987,067	\$ 1,003,367	2%	100%
<b>Personnel ~ Full Time Equivalent (FTE)</b>			<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Fleet Manager	1	1	1		
		Fleet Management Coordinator	1	1	1		
	Non-Exempt Positions						
		Lead Equipment Mechanic	1	1	1		
		Equipment Mechanic	5	4	4		
		Preventive Maintenance Mechanic	0	1	1		
		Tire Mechanic	1	0	0		
		Welder	1	1	1		
		Solid Waste Assistant	1	1	1		
		Fleet Support Specialist	1	1	1		
		Storekeeper	0	1	1		
		Total	12	12	12		

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>341</b>	<b>Fleet Maintenance - Regional Landfill Shop</b>						
	51100	Salaries Exempt	\$ -	\$ 82,129	\$ 84,593	3%	22%
	51110	Salaries Non-Exempt	-	172,502	177,677	3%	47%
	51200	Overtime	-	3,600	3,240	-10%	1%
	52100	Social Security/Medicare Tax	-	19,755	20,311	3%	5%
	52200	VRS Retirement	-	2,495	2,786	12%	1%
	52300	Health Insurance	-	24,168	45,456	88%	12%
	52400	VRS Life Insurance	-	3,412	3,514	3%	1%
	52600	Unemployment Insurance	-	32	106	230%	0%
	52700	Workers Compensation	-	4,922	4,798	-3%	1%
	53210	Uniform Rental	-	1,400	1,400	0%	0%
	53400	Equipment Maintenance	-	6,000	6,000	0%	2%
	55100	Electricity	-	-	6,000	N/A	2%
	55300	Insurance/Bonding	-	-	4,080	N/A	1%
	55510	Travel and Training	-	6,000	1,000	-83%	0%
	55700	Toll Roads	-	400	205	-49%	0%
	56100	Office Supplies	-	150	400	167%	0%
	56110	Dues & Subscriptions	-	1,950	1,950	0%	1%
	56140	Other Operating Supplies	-	600	2,000	233%	1%
	56200	Vehicle / Equipment Fuel	-	7,840	5,656	-28%	1%
	56220	Vehicle / Equipment Tires	-	1,200	1,200	0%	0%
	56300	Safety Apparel & Equipment	-	900	900	0%	0%
	56410	Small Equipment	-	8,400	8,400	0%	2%
		Total Expenses	\$ -	\$ 347,855	\$ 381,672	10%	100%
<b>Personnel ~ Full Time Equivalent (FTE)</b>			<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Heavy Equipment Manager	0	1	1		
	Non-Exempt Positions						
		Lead Equipment Mechanic	0	1	1		
		Equipment Mechanic	0	2	2		
		Total	0	4	4		



## Transportation

SPSA's transportation division started in 1986 and is primarily responsible for hauling processible waste from SPSA's transfer stations to the refuse derived fuel (RDF) plant, owned and operated by Wheelebrator Portsmouth, Inc., in Portsmouth.

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

SPSA owns 55 tractors and 63 municipal solid waste trailers.

Waste Tonnages Hauled and Miles Driven					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Tons	547,706	559,065	471,876	427,831	450,390
Miles	734,062	755,962	685,715	644,670	645,470

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>350</b>	<b>Transportation</b>						
	51100	Salaries Exempt	\$ 83,421	\$ 82,129	\$ 84,593	3%	2%
	51110	Salaries Non-Exempt	1,252,139	1,364,995	1,404,759	3%	41%
	51200	Overtime	192,949	180,000	180,000	0%	5%
	52100	Social Security/Medicare Tax	116,467	124,475	127,705	3%	4%
	52200	VRS Retirement	7,356	9,480	11,604	22%	0%
	52300	Health Insurance	266,936	290,436	292,875	1%	8%
	52400	VRS Life Insurance	15,818	17,621	18,134	3%	1%
	52600	Unemployment Insurance	489	272	898	230%	0%
	52700	Workers Compensation	77,304	69,996	75,880	8%	2%
	53210	Uniform Rental	8,936	13,670	13,670	0%	0%
	53310	Maintenance Agreements	1,729	5,200	5,200	0%	0%
	53400	Equipment Maintenance	310,895	300,000	300,000	0%	9%
	53410	Building / Site Maintenance	11,364	10,000	10,000	0%	0%
	55300	Insurance/Bonding	55,596	65,340	69,756	7%	2%
	55700	Toll Roads	159,296	170,000	190,500	12%	6%
	56100	Office Supplies	-	500	500	0%	0%
	56110	Dues & Subscriptions	945	1,000	1,000	0%	0%
	56140	Other Operating Supplies	7,246	6,500	6,500	0%	0%
	56200	Vehicle / Equipment Fuel	306,319	491,764	504,000	2%	15%
	56220	Vehicle / Equipment Tires	90,401	150,000	150,000	0%	4%
	56300	Safety Apparel & Equipment	3,005	4,000	4,000	0%	0%
		Total Expenses	\$ 2,968,611	\$ 3,357,378	\$ 3,451,574	3%	100%
<b>Personnel ~ Full Time Equivalent (FTE)</b>			<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Transportation Manager	1	1	1		
	Non-Exempt Positions						
		Lead Transfer Vehicle Operator	1	1	1		
		Transfer Vehicle Operator (TVO)	27	26	26		
		Transfer Vehicle Operator (TVO) Pa	2.5	3	3		
		Total	31.5	31.0	31.0		



# Boykins Transfer Station

18449 General Thomas Highway  
Boykins, Virginia

## Hours of Operation:

Tuesday, Thursday, Saturday 7 a.m. – 7 p.m.  
Monday, Wednesday, Friday - Closed

The Boykins Convenience Center is a citizen drop off facility manned by Southampton County and serviced by SPSA. The facility, opened in 1985, is permitted for 50 tons per day and averages 650 tons per year. SPSA utilizes two employees to service the facility. SPSA is responsible for dumping the containers, and maintaining the facility equipment, buildings and grounds. The facility has one 40-yard compactor and two 40 yard open top containers for residential and municipal dumping. SPSA owns the improvements on the land which is leased to SPSA by a private citizen. The lease was renewed for 10 years effective April 1, 2016.

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
361	Boykins Transfer Station						
	53320	Grounds Maintenance	\$ 4,900	\$ 4,650	\$ 5,000	8%	21%
	53400	Equipment Maintenance	2,853	1,500	1,500	0%	6%
	53410	Building / Site Maintenance	2,448	7,500	6,000	-20%	25%
	53800	Permits	5,069	5,158	5,821	13%	25%
	55100	Electricity	945	1,200	1,200	0%	5%
	55300	Insurance/Bonding	360	348	384	10%	2%
	55420	Land Lease Payment	3,500	3,500	3,500	0%	15%
	56140	Other Operating Supplies	137	260	250	-4%	1%
		Total Expenses	\$ 20,212	\$ 24,116	\$ 23,655	-2%	100%



## Chesapeake Transfer Station

901 Hollowell Lane  
Chesapeake, Virginia

### Hours of Operation:

Monday - Friday      8 a.m. – 5 p.m.  
Saturday              8 a.m. - Noon  
Saturday and Sunday    Noon - 4 p.m. (Chesapeake Residents Only)

The transfer station was built in 1984 and is located on a 4.75 acre parcel of land west of Greenbrier Parkway in the City of Chesapeake. The transfer station utilizes a bi-level, non-compacted, direct dump design consisting of one refuse hopper and a tipping area on the upper level and a “load out” area on the lower level.

SPSA owns the improvements on the land which is leased from the City of Chesapeake. The lease expires January 25, 2023 and may be extended for four (4) renewal periods of five (5) years.

Waste Tonnages Received					
Waste Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Municipal	85,953	85,490	83,423	93,126	94,656
Navy	32	0	0	237	51
Commercial	49,653	51,563	39,036	36,919	29,785
Total	135,638	137,053	122,459	130,282	124,492



Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>362</b>	<b>Chesapeake Transfer Station</b>						
	51100	Salaries Exempt	\$ 68,288	\$ 64,094	\$ 62,389	-3%	9%
	51110	Salaries Non-Exempt	217,915	225,607	236,711	5%	35%
	51200	Overtime	27,438	25,000	25,000	0%	4%
	52100	Social Security/Medicare Tax	23,307	24,075	24,794	3%	4%
	52200	VRS Retirement	1,806	2,173	2,537	17%	0%
	52300	Health Insurance	68,886	71,892	71,142	-1%	11%
	52400	VRS Life Insurance	3,705	3,882	4,008	3%	1%
	52600	Unemployment Insurance	57	56	172	207%	0%
	52700	Workers Compensation	6,936	5,998	5,856	-2%	1%
	53170	Fire Protection	-	1,000	1,000	0%	0%
	53210	Uniform Rental	2,668	3,281	3,281	0%	0%
	53320	Grounds Maintenance	7,650	8,000	8,000	0%	1%
	53400	Equipment Maintenance	38,428	40,000	40,000	0%	6%
	53410	Building / Site Maintenance	45,715	55,000	55,000	0%	8%
	53800	Permits	5,069	5,158	5,821	13%	1%
	55100	Electricity	10,833	11,000	11,000	0%	2%
	55130	Water / Sewer	1,380	1,350	1,350	0%	0%
	55220	Radio Communications	-	400	400	0%	0%
	55300	Insurance/Bonding	8,352	8,844	9,348	6%	1%
	55510	Travel and Training	-	1,350	1,000	-26%	0%
	56100	Office Supplies	377	750	1,100	47%	0%
	56140	Other Operating Supplies	2,464	2,700	3,700	37%	1%
	56200	Vehicle / Equipment Fuel	19,460	30,699	30,915	1%	5%
	56220	Vehicle / Equipment Tires	60,800	62,000	62,000	0%	9%
	56300	Safety Apparel & Equipment	1,781	2,500	2,500	0%	0%
		Total Expenses	\$ 623,317	\$ 656,809	\$ 669,024	2%	100%
	<b>Personnel ~ Full Time Equivalent (FTE)</b>		<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Transfer Station Manager	0.14	0.00	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	2	2		
		Heavy Equipment Operator	2	1	2		
		Solid Waste Assistant	2	3	2		
		Total	6.14	7.00	7.00		





## Franklin Transfer Station

30521 General Thomas Highway  
Franklin, Virginia

### Hours of Operation:

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

The station was opened in 1985 and is permitted for 150 tons per day and capable of storing 50 tons at any one time. The station averages 22,500 tons per year. The station utilizes a drop and hook operation and the waste is hauled to the Regional Landfill by SPSA.

SPSA owns the land and improvements of this transfer station.

Waste Tonnages Received					
Waste Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Municipal	12,516	12,725	12,109	14,142	13,608
Commercial	9,244	9,092	8,196	8,021	8,147
Total	21,760	21,817	20,305	22,163	21,755

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
363	Franklin	Transfer Station					
	51100	Salaries Exempt	\$ 22,512	\$ 28,844	\$ 33,008	14%	12%
	51110	Salaries Non-Exempt	118,147	114,071	117,493	3%	41%
	51200	Overtime	932	1,500	1,500	0%	1%
	52100	Social Security/Medicare Tax	10,659	11,048	11,628	5%	4%
	52200	VRS Retirement	1,167	1,739	1,942	12%	1%
	52300	Health Insurance	25,398	22,830	22,605	-1%	8%
	52400	VRS Life Insurance	1,825	1,915	1,796	-6%	1%
	52600	Unemployment Insurance	28	28	92	229%	0%
	52700	Workers Compensation	3,564	2,752	2,448	-11%	1%
	53170	Fire Protection	-	500	500	0%	0%
	53210	Uniform Rental	1,313	1,531	1,531	0%	1%
	53320	Grounds Maintenance	4,900	4,550	5,000	10%	2%
	53400	Equipment Maintenance	26,540	14,000	14,000	0%	5%
	53410	Building / Site Maintenance	45,234	30,000	30,000	0%	11%
	53800	Permits	5,069	5,158	5,821	13%	2%
	55100	Electricity	2,443	2,200	2,500	14%	1%
	55220	Radio Communications	-	200	200	0%	0%
	55300	Insurance/Bonding	5,220	5,412	4,956	-8%	2%
	55510	Travel and Training	283	1,000	1,000	0%	0%
	56100	Office Supplies	161	350	350	0%	0%
	56140	Other Operating Supplies	783	600	600	0%	0%
	56200	Vehicle / Equipment Fuel	5,850	10,738	10,668	-1%	4%
	56220	Vehicle / Equipment Tires	9,646	14,000	14,000	0%	5%
	56300	Safety Apparel & Equipment	1,976	900	900	0%	0%
		Total Expenses	\$ 293,650	\$ 275,866	\$ 284,538	3%	100%
Personnel ~ Full Time Equivalent (FTE)			FY 2020	FY 2021	FY 2022		
	Exempt Positions						
		Transfer Station Manager	0.14	0.00	0.00		
		Transfer Station Supervisor	0.5	0.5	0.5		
	Transfer Station Supervisor is responsible for overseeing the Franklin and Isle of Wight Transfer Stations.						
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	2	2	2		
		Total	3.64	3.50	3.50		



## Isle of Wight Transfer Station

13191 Foursquare Road  
Smithfield, Virginia

### Hours of Operation:

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

The station was opened in 1985 and has three employees and one supervisor who also supervises the Franklin Transfer Station. The station is permitted for 150 tons per day and averages 27,000 tons per year. The station utilizes a drop and hook operation and the waste is hauled to the Regional Landfill by SPSA.

SPSA owns the improvements on the land which is leased to SPSA by Isle of Wight County. The lease expires January 25, 2023 and may be extended for four (4) renewal periods of five (5) years.

Waste Tonnages Received					
Waste Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Municipal	16,198	15,058	16,133	16,687	16,540
Commercial	7,732	5,189	3,567	2,369	2,163
Total	22,230	23,930	20,247	19,056	18,703

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>364</b>	<b>Isle of Wight Transfer Station</b>						
	51100	Salaries Exempt	\$ 22,904	\$ 28,844	\$ 33,008	14%	11%
	51110	Salaries Non-Exempt	132,817	130,409	134,321	3%	44%
	51200	Overtime	387	500	500	0%	0%
	52100	Social Security/Medicare Tax	11,384	12,221	12,839	5%	4%
	52200	VRS Retirement	716	-	-	N/A	0%
	52300	Health Insurance	39,544	35,946	35,571	-1%	12%
	52400	VRS Life Insurance	2,039	2,134	2,021	-5%	1%
	52600	Unemployment Insurance	28	28	92	229%	0%
	52700	Workers Compensation	3,948	3,045	2,734	-10%	1%
	53170	Fire Protection	-	500	500	0%	0%
	53210	Uniform Rental	1,582	1,500	2,000	33%	1%
	53320	Grounds Maintenance	4,900	4,550	5,000	10%	2%
	53400	Equipment Maintenance	16,447	17,000	17,000	0%	6%
	53410	Building / Site Maintenance	10,541	30,000	30,000	0%	10%
	53800	Permits	5,069	5,158	5,821	13%	2%
	55100	Electricity	1,897	2,200	2,200	0%	1%
	55220	Radio Communications	-	200	200	0%	0%
	55300	Insurance/Bonding	3,480	3,564	3,852	8%	1%
	55510	Travel and Training	-	1,000	1,000	0%	0%
	56100	Office Supplies	155	250	250	0%	0%
	56140	Other Operating Supplies	448	500	500	0%	0%
	56200	Vehicle / Equipment Fuel	5,169	5,942	6,160	4%	2%
	56220	Vehicle / Equipment Tires	4,953	10,000	10,000	0%	3%
	56300	Safety Apparel & Equipment	527	900	900	0%	0%
		Total Expenses	\$ 268,935	\$ 296,391	\$ 306,469	3%	100%
<b>Personnel ~ Full Time Equivalent (FTE)</b>			<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Transfer Station Manager	0.14	0.00	0.00		
		Transfer Station Supervisor	0.5	0.5	0.5		
	Transfer Station Supervisor is responsible for overseeing the Franklin and Isle of Wight Transfer Stations.						
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	2	2	2		
		Total	3.64	3.50	3.50		



## Ivor Transfer Station

36439 General Mahone Boulevard  
Ivor, Virginia

### Hours of Operation:

Wednesday, Friday, Sunday 7 a.m. – 7 p.m.  
Monday, Tuesday, Thursday, Saturday - Closed

The Ivor Convenience Center is a citizen drop off facility manned by Southampton County and serviced by SPSA. The facility was opened in 1985 and is permitted to accept 30 tons per day but averages 650 tons per year. SPSA is responsible for dumping the containers, and maintaining the facility equipment, buildings and grounds. The facility has one 40 yard compactor and two 40 yard open top containers for residential and municipal dumping. SPSA owns the land and improvements of this transfer station.

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>365</b>	<b>Ivor Convenience Center</b>						
	53320	Grounds Maintenance	\$ 4,900	\$ 7,000	\$ 7,000	0%	34%
	53400	Equipment Maintenance	39	1,000	1,000	0%	5%
	53410	Building / Site Maintenance	4,849	6,000	5,000	-17%	24%
	53800	Permits	5,069	5,057	5,821	15%	28%
	55100	Electricity	1,126	1,300	1,300	0%	6%
	55300	Insurance/Bonding	84	72	168	133%	1%
	56140	Other Operating Supplies	37	250	250	0%	1%
		Total Expenses	\$ 16,105	\$ 20,679	\$ 20,539	-1%	100%



## Landstown Transfer Station

1825 Concert Drive  
Virginia Beach, Virginia

### Hours of Operation:

Monday - Friday      8 a.m. – 5 p.m.  
Saturday              8 a.m. - Noon

The Landstown Transfer Station opened January 1993. The station has a design capacity of 1500 tons per day and currently averages 920 tons per day. The Landstown transfer station operates 24 hours per day with the exception of Sunday. Waste is collected and stored on the tipping floor throughout the day then hauled at night. This hauling arrangement enables SPSA to benefit from less traffic congestion at night making hauling faster and easier. Additionally, by storing waste during the day we free up the tractors and trailers so they can haul from the stations that can't store the waste during the day.

SPSA owns the improvements on the land which is leased to SPSA by the City of Va. Beach. The current lease expires December 30, 2047.

Waste Tonnages Received					
Waste Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Municipal	101,492	97,189	94,897	101,233	108,623
Navy	1,712	1,856	1,765	1,520	1,297
Commercial	59,822	64,586	51,034	39,769	37,896
Total	163,026	163,631	147,696	142,522	147,816



Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>366</b>	<b>Landstown Transfer Station</b>						
	51100	Salaries Exempt	\$ 73,652	\$ 73,090	\$ 75,283	3%	6%
	51110	Salaries Non-Exempt	329,716	332,912	342,899	3%	29%
	51200	Overtime	12,166	16,500	15,000	-9%	1%
	52100	Social Security/Medicare Tax	29,138	32,321	33,138	3%	3%
	52200	VRS Retirement	2,780	3,359	3,750	12%	0%
	52300	Health Insurance	122,004	125,748	128,544	2%	11%
	52400	VRS Life Insurance	5,204	5,440	5,604	3%	0%
	52600	Unemployment Insurance	100	72	238	231%	0%
	52700	Workers Compensation	9,936	8,052	7,827	-3%	1%
	53170	Fire Protection	-	1,000	1,000	0%	0%
	53210	Uniform Rental	3,330	4,567	4,400	-4%	0%
	53320	Grounds Maintenance	24,318	30,000	30,000	0%	3%
	53400	Equipment Maintenance	35,258	60,000	53,000	-12%	5%
	53410	Building / Site Maintenance	104,117	95,000	162,781	71%	14%
	53800	Permits	5,069	5,158	5,821	13%	0%
	55100	Electricity	37,529	43,000	40,000	-7%	3%
	55130	Water / Sewer	3,903	5,000	4,500	-10%	0%
	55220	Radio Communications	-	400	400	0%	0%
	55300	Insurance/Bonding	15,720	16,140	17,796	10%	2%
	55510	Travel and Training	139	1,075	1,075	0%	0%
	56100	Office Supplies	415	450	450	0%	0%
	56140	Other Operating Supplies	2,659	1,900	5,000	163%	0%
	56200	Vehicle / Equipment Fuel	30,688	49,140	51,800	5%	4%
	56220	Vehicle / Equipment Tires	177,875	180,000	180,000	0%	15%
	56300	Safety Apparel & Equipment	2,078	2,900	2,900	0%	0%
		Total Expenses	\$ 1,027,795	\$ 1,093,224	\$ 1,173,206	7%	100%
	<b>Personnel ~ Full Time Equivalent (FTE)</b>		<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Transfer Station Manager	0.15	0.00	0.00		
		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	9.15	9.00	9.00		



## Norfolk Transfer Station

3136 Woodland Avenue  
Norfolk, Virginia

### Hours of Operation:

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

The Transfer Station opened for operation in 1985 and is designed to handle 1300 tons of waste a day and capable of storing 450 tons at any one time

SPSA owns the land and improvements on this property.

Waste Tonnages Received					
Waste Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Municipal	77,930	73,836	71,698	95,945	98,662
Navy	14,479	14,836	15,226	13,774	11,991
Commercial	103,566	107,667	75,774	46,014	44,820
Total	195,975	196,339	162,698	155,733	155,473



Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>367</b>	<b>Norfolk Transfer Station</b>						
	51100	Salaries Exempt	\$ 67,843	\$ 65,360	\$ 67,320	3%	7%
	51110	Salaries Non-Exempt	241,734	240,730	247,951	3%	27%
	51200	Overtime	11,650	22,000	20,000	-9%	2%
	52100	Social Security/Medicare Tax	24,081	25,099	25,648	2%	3%
	52200	VRS Retirement	1,663	858	1,992	132%	0%
	52300	Health Insurance	65,676	64,440	69,384	8%	8%
	52400	VRS Life Insurance	4,004	4,102	4,225	3%	0%
	52600	Unemployment Insurance	56	56	185	230%	0%
	52700	Workers Compensation	8,052	6,253	6,058	-3%	1%
	53170	Fire Protection	-	1,000	1,000	0%	0%
	53210	Uniform Rental	2,673	4,100	4,100	0%	0%
	53320	Grounds Maintenance	10,853	15,000	15,000	0%	2%
	53400	Equipment Maintenance	51,085	68,000	68,000	0%	7%
	53410	Building / Site Maintenance	64,155	81,000	73,400	-9%	8%
	53800	Permits	5,069	5,158	5,821	13%	1%
	55100	Electricity	20,290	23,000	20,000	-13%	2%
	55130	Water / Sewer	8,239	8,000	9,000	13%	1%
	55220	Radio Communications	347	400	400	0%	0%
	55300	Insurance/Bonding	16,380	16,656	18,132	9%	2%
	55510	Travel and Training	625	925	700	-24%	0%
	56100	Office Supplies	475	900	800	-11%	0%
	56140	Other Operating Supplies	1,891	2,200	5,000	127%	1%
	56200	Vehicle / Equipment Fuel	29,104	50,702	47,908	-6%	5%
	56220	Vehicle / Equipment Tires	196,829	205,000	205,000	0%	22%
	56300	Safety Apparel & Equipment	1,378	1,400	1,400	0%	0%
	56410	Small Equipment	-	3,000	2,000	-33%	0%
		Total Expenses	\$ 834,154	\$ 915,339	\$ 920,424	1%	100%
		<b>Personnel ~ Full Time Equivalent (FTE)</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
		Exempt Positions					
		Transfer Station Manager	0.15	0.00	0.00		
		Transfer Station Supervisor	1	1	1		
		Non-Exempt Positions					
		Heavy Equipment Operator, Sr.	2	2	2		
		Heavy Equipment Operator	3	3	3		
		Solid Waste Assistant	1	1	1		
		Total	7.15	7.00	7.00		



## Oceana Transfer Station

2025 Virginia Beach Boulevard  
Virginia Beach, Virginia

### Hours of Operation:

Monday-Friday 6 a.m. – 3 p.m.

Saturday (April – September) 8 a.m. – Noon

Not Available to General Public

The Transfer Station was built by the City of Virginia Beach and opened in 1982. In 1987, SPSA bought the station for \$1,000,000 and pays \$1.00 a year lease for the land. Major maintenance was completed at the station in 2011. The station has a design capacity of 500 tons per day with the capability of storing 450 tons at any one time. The station incorporates a drop and hook system which improves efficiency by allowing for the waste on the floor to be removed quickly and placed in staged trailers for hauling at a later time thus keeping the floor clear for arriving customers whereby reducing wait times for dumping. The station does not accept waste from residential customers. The property is owned by the Virginia Department of Transportation (VDOT) and SPSA operates through a “permit” from VDOT. The lease can be terminated by VDOT upon 30 days’ notice to SPSA. SPSA owns the improvements.

Waste Tonnages Received					
Waste Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Municipal	26,211	26,897	27,539	29,969	31,233
Navy	2,359	2,291	2,577	3,908	4,198
Commercial	46,166	47,109	39,921	39,773	36,850
Total	74,736	76,297	70,037	73,650	72,281

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>368</b>	<b>Oceana</b>	<b>Transfer Station</b>					
	51100	Salaries Exempt	\$ 57,539	\$ 57,688	\$ 59,418	3%	11%
	51110	Salaries Non-Exempt	174,881	174,772	180,015	3%	33%
	51200	Overtime	1,404	1,500	1,500	0%	0%
	52100	Social Security/Medicare Tax	16,967	17,898	18,431	3%	3%
	52200	VRS Retirement	1,324	842	939	12%	0%
	52300	Health Insurance	58,761	56,916	56,346	-1%	10%
	52400	VRS Life Insurance	3,045	3,115	3,208	3%	1%
	52600	Unemployment Insurance	40	40	132	230%	0%
	52700	Workers Compensation	5,508	4,459	4,354	-2%	1%
	53170	Fire Protection	-	500	500	0%	0%
	53210	Uniform Rental	1,804	3,200	2,500	-22%	0%
	53320	Grounds Maintenance	9,030	13,740	13,740	0%	2%
	53400	Equipment Maintenance	30,097	45,000	40,000	-11%	7%
	53410	Building / Site Maintenance	34,915	57,676	62,336	8%	11%
	53800	Permits	5,069	5,158	5,821	13%	1%
	55100	Electricity	2,069	3,000	2,500	-17%	0%
	55130	Water / Sewer	3,713	5,000	5,000	0%	1%
	55220	Radio Communications	-	200	200	0%	0%
	55300	Insurance/Bonding	5,348	5,396	5,828	8%	1%
	55510	Travel and Training	185	1,000	1,000	0%	0%
	56100	Office Supplies	165	1,000	1,000	0%	0%
	56140	Other Operating Supplies	930	1,100	1,500	36%	0%
	56200	Vehicle / Equipment Fuel	12,931	20,210	19,824	-2%	4%
	56220	Vehicle / Equipment Tires	61,796	66,000	66,000	0%	12%
	56300	Safety Apparel & Equipment	911	1,000	1,000	0%	0%
		Total Expenses	\$ 488,432	\$ 546,410	\$ 553,092	1.2%	100%
<b>Personnel ~ Full Time Equivalent (FTE)</b>			<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
	Exempt Positions						
		Transfer Station Manager	0.14	0.00	0.00		
		Transfer Station Supervisor	1	1	1		
	Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	2	2	2		
		Solid Waste Assistant	1	1	1		
		Total	5.14	5.00	5.00		



# Suffolk Transfer Station

1 Bob Foeller Drive  
Suffolk, Virginia

## Hours of Operation:

Monday - Friday 8 a.m. – 4 p.m.  
Saturday 8 a.m. - Noon

The Suffolk Transfer Station opened in April 2005. The station is permitted for 1300 tons per day but averages 350 tons per day.

SPSA owns the land and improvements for this property.

Waste Tonnages Received					
Waste Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Municipal	47,870	51,909	51,770	53,743	57,836
Navy	38	422	256	88	30
Commercial	17,192	18,276	14,741	10,254	10,676
Total	65,100	70,607	66,767	64,085	68,542

Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>369</b>	<b>Suffolk Transfer Station</b>						
	51100	Salaries Exempt	\$ 71,010	\$ 57,688	\$ 59,418	3%	13%
	51110	Salaries Non-Exempt	173,072	165,928	175,190	6%	38%
	51200	Overtime	4,520	2,700	2,700	0%	1%
	52100	Social Security/Medicare Tax	18,262	17,313	18,154	5%	4%
	52200	VRS Retirement	1,298	842	-	-100%	0%
	52300	Health Insurance	50,260	58,704	58,104	-1%	13%
	52400	VRS Life Insurance	2,983	2,996	3,144	5%	1%
	52600	Unemployment Insurance	48	40	132	230%	0%
	52700	Workers Compensation	5,904	4,313	4,287	-1%	1%
	53170	Fire Protection	-	-	500	N/A	0%
	53210	Uniform Rental	2,053	2,625	2,625	0%	1%
	53400	Equipment Maintenance	14,889	40,000	35,000	-13%	8%
	53410	Building / Site Maintenance	22,628	57,873	25,124	-57%	5%
	53800	Permits	5,069	5,158	5,821	13%	1%
	55100	Electricity	16,552	18,900	17,000	-10%	4%
	55220	Radio Communications	192	200	200	0%	0%
	55300	Insurance/Bonding	9,384	9,840	10,728	9%	2%
	55510	Travel and Training	550	300	300	0%	0%
	56100	Office Supplies	85	250	250	0%	0%
	56140	Other Operating Supplies	2,314	2,788	2,500	-10%	1%
	56200	Vehicle / Equipment Fuel	11,117	17,500	17,500	0%	4%
	56220	Vehicle / Equipment Tires	17,011	22,000	22,000	0%	5%
	56300	Safety Apparel & Equipment	854	1,100	1,100	0%	0%
		Total Expenses	\$ 430,055	\$ 489,058	\$ 461,777	-6%	100%
		<b>Personnel ~ Full Time Equivalent (FTE)</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
		Exempt Positions					
		Transfer Station Manager	0.14	0.00	0.00		
		Transfer Station Supervisor	1	1	1		
		Non-Exempt Positions					
		Heavy Equipment Operator, Sr.	1	1	1		
		Heavy Equipment Operator	2	2	2		
		Solid Waste Assistant	1	1	1		
		Total	5.14	5.00	5.00		



## Scalehouse Operations

Scalehouse Operations is responsible for ensuring the accurate measurement of solid waste flowing through SPSA's transfer stations to the Regional Landfill in Suffolk and the Wheelabrator RDF Plant in Portsmouth; and the revenue generated from the disposal of waste. Scale Attendants man the scalehouses at the Chesapeake, Landstown, Norfolk, Oceana, and the Suffolk Regional Landfill/Transfer Station.

The scalehouses in Franklin and Isle of Wight are manned by the transfer station staff.

SPSA's Scale Attendants operate the scale recording devices to capture truck weights and process transactions including truck information, customer account information, type of waste and associated tipping fee rate, methods of payment and the processing of credit cards. These transactions are uploaded into SPSA's Accounting software for the purpose of billing SPSA's customers.

Scale attendants handle phone calls to the various stations as well as face to face interactions with our municipalities, residents and private haulers to ensure that only solid waste that meets SPSA's standard is accepted for disposal at our facilities.

Number of Transactions Processed					
Scalehouse	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Chesapeake Transfer Station	44,671	48,345	46,714	51,997	51,510
Franklin Transfer Station	10,646	10,998	10,749	9,620	9,944
Isle of Wight Transfer Station	15,610	16,246	13,641	12,671	13,621
Landstown Transfer Station	57,411	64,439	61,657	66,269	78,422
Norfolk Transfer Station	67,039	67,816	60,611	61,907	65,647
Oceana Transfer Station	11,737	11,726	12,224	15,073	14,928
<u>Suffolk Scalehouse</u>					
Suffolk Transfer Station	45,588	50,290	47,539	42,816	50,363
Suffolk Regional Landfill	31,513	24,116	23,900	22,864	30,577
Tire Shredder	2,170	2,313	2,984	3,547	3,714
Household Hazardous Waste	0	0	2,878	3,019	4,909
Refuse Derived Fuel (RDF) Plant	<u>55,363</u>	<u>52,014</u>	<u>27,508</u>	<u>0</u>	<u>0</u>
<b>TOTALS</b>	<b>341,748</b>	<b>348,303</b>	<b>310,405</b>	<b>289,783</b>	<b>323,635</b>



Cost Center	Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% Total
<b>370</b>	<b>Scalehouse Operations</b>						
	51110	Salaries Non-Exempt	\$ 385,129	\$ 410,965	\$ 416,089	1%	69%
	51200	Overtime	18,334	20,000	20,000	0%	3%
	52100	Social Security/Medicare Tax	28,347	32,969	33,361	1%	6%
	52200	VRS Retirement	1,675	626	1,371	119%	0%
	52300	Health Insurance	117,894	115,620	121,812	5%	20%
	52400	VRS Life Insurance	4,229	4,326	4,346	0%	1%
	52600	Unemployment Insurance	142	112	370	230%	0%
	52700	Workers Compensation	276	235	218	-7%	0%
	53210	Uniform Rental	457	516	515	0%	0%
	53410	Building / Site Maintenance	3,746	-	-	N/A	0%
	55300	Insurance/Bonding	4,884	5,436	5,556	2%	1%
	55510	Travel and Training	17	250	250	0%	0%
	56100	Office Supplies	603	-	-	N/A	0%
	56140	Other Operating Supplies	1,544	-	-	N/A	0%
		Total Expenses	\$ 567,278	\$ 591,055	\$ 603,888	2%	100%
		<b>Personnel ~ Full Time Equivalent (FTE)</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>		
		Non-Exempt Positions					
		Lead Scale Attendant	2	2	2		
		Scale Attendant	8	8	8		
		Scale Attendant Part time	3	3	3		
		Total	13	13	13		

## Other Expenses

Object	Line Item Description	FY 2020 Actual	FY 2021 Budget	FY 2021 Projection	FY 2022 Budget	% Change	% Total
59125	Waste Disposal & Services Agreement	12,807,793	13,197,393	14,061,110	15,173,210	15%	67%
59120	Waste Hauling & Disposal Agreement	6,142,680	6,623,536	6,623,536	6,820,210	3%	33%
	<b>Total Contracted Waste Disposal</b>	\$ 18,950,473	\$ 19,820,929	\$ 20,684,646	\$ 21,993,420	11%	100%
	<b>Capital Improvement / Equipment Replacement</b>						
59000	Capital Expenses / Equipment Replacement	\$ 3,848,681	\$ 3,500,000	\$ 6,355,969	\$ 3,691,127	5%	100%
	<b>Deposit to Reserves and Trust Funds</b>						
59200	Reserves for Landfill Closure/Expansion	\$ 4,338,750	\$ 4,338,750	\$ 4,338,750	\$ 6,243,150	44%	99.9%
59220	Suffolk Environmental Trust Fund	5,000	5,000	5,000	5,000	0%	0.1%
	<b>Total Reserves and Trust Fund Deposits</b>	\$ 4,343,750	\$ 4,343,750	\$ 4,343,750	\$ 6,248,150	44%	100%

## **Strategic Operating Plan**

IN THIS SECTION:

- Strategic Operating Plan



# STRATEGIC OPERATING PLAN

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MEMBER MUNICIPALITIES:

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

Effective April 28, 2021

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Appendix A: Definitions

Appendix B: Northwest River Watershed

# STRATEGIC OPERATING PLAN

## SOUTHEASTERN PUBLIC SERVICE AUTHORITY

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### 1.0 INTRODUCTION

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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.

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### 2.0 GUIDING PRINCIPLES

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SPSA is a service organization that provides waste disposal and associated services to its member communities – the Member Localities – and other users of its Disposal System. **SPSA’s single most important priority is to satisfy the waste-disposal needs of the Member Localities, and accordingly SPSA’s primary guiding principle is to endeavor, at all times, to provide the highest quality of services in meeting such member needs at the lowest reasonable cost.** Other principles, policies and procedures that SPSA has adopted to fulfill its highest priority, as stated above, include among others the following:

- SPSA will plan, construct and operate its Disposal System in a manner designed to ensure that Member Localities have viable, cost-effective Solid Waste disposal options for at least the next 20-plus years, consistent with the requirements of the Regional Solid Waste Management Plan for Southeastern Virginia and will periodically reevaluate/reassess (and as and when necessary and appropriate modify) its Disposal System to ensure that SPSA is adapting to evolving waste-disposal needs of its Member Localities.
- SPSA will continually perform internal reviews, and adapt its policies and procedures as appropriate, in a manner designed to ensure it is utilizing best management practices in all facets of its operation of the Disposal System to ensure the highest level of service at the lowest reasonable cost.
- SPSA previously implemented and will continue to maintain an overall “Five-Year Strategic Plan”, which is and will continue to be reviewed annually by Executive Staff and the Board of Directors to determine whether amendments are appropriate.
- SPSA recognizes the differences in the waste-disposal needs of its Member Localities and strives to satisfy differing member needs in a cost-effective way. Said differently, SPSA realizes that a “one-size-fits-all” approach is insufficient given the divergent requirements of its members and, where possible in a cost-effective and efficient manner, identifies and implements procedures to address specific member needs. One example of such current measures utilized by SPSA is its flexibility with regard to its Delivery Points (transfer stations): its Member Localities typically utilize the Delivery Point(s) that are most convenient for their drivers, whether or not those stations fall within the geographic boundaries of the given member. Furthermore, SPSA will continually assess and adapt to changing member requirements through the implementation of new/additional procedures as appropriate.
- SPSA regularly considers using third-party vendors when it is likely to result in reduced operating costs or other efficiencies. SPSA issues requests for proposals (RFPs) where appropriate that, among other benefits, are designed to ensure the best “outsourced” services at the lowest costs. Recent examples include: Liability and Property Insurance; Auditing Services; Health Insurance; Computer Software; and Financial/Banking Services. Going forward, SPSA will continue evaluating the use of third-parties where it identifies potential reductions in costs and/or other efficiencies through such outsourced services.
- SPSA has not received any Public-Private Educational Facilities Infrastructure Act (“PPEA”) proposals since the Suffolk Energy Partners proposal regarding the purchase/sale of landfill gas (described below). However, Executive Staff recently updated SPSA’s own PPEA Guidelines to ensure compliance with the latest regulatory guidance, and the Board of Directors and Executive Staff will continue to accept and consider PPEA proposals as and when they are received.
- Consistent with other regulatory requirements, SPSA engages and will continue to engage outside expert services to evaluate and report, at least annually, on

available capacity at the Regional Landfill, including estimates as to the remaining “expected life” of the facility, taking into consideration -- and projecting -- future changes in the quantity of waste disposed of in its landfill.

- SPSA maintains records of its costs, revenue, debt (if applicable) and capital expenses by fiscal year for each operating program, as well as records of costs for each individual capital project. These records are maintained in accordance with customary business and accounting practices, and such financial records are reported on -- with relevant supporting information provided -- monthly during regular Board meetings. This detailed financial record-keeping also facilitates SPSA’s preparation of reliable, accurate and balanced annual budgets, and will remain a fundamental aspect of SPSA administration at all times going forward.
- As of January 25, 2018, SPSA is debt free. However, if applicable in the future, SPSA will maintain a detailed Financing Plan that includes a plan for the retirement of all outstanding debt and a plan for the funding of all planned capital projects. The Financing Plan is approved by the Board of Directors each year, including any funds designated for capital projects, and reports regarding SPSA’s compliance with the Plan are and will continue to be provided to the Board on a regular basis. Similarly, the Debt Retirement Plan is approved each year by the Board as part of SPSA’s annual budget. All Plans are and, to the extent appropriate, will continue to be reviewed annually by a certified public accounting firm as part of SPSA’s annual financial audit.
- In addition to its financial audits, SPSA may also from time to time, where circumstances warrant or where Executive Staff or the Board of Directors otherwise deem it appropriate or beneficial to the organization, conduct independent performance audits with respect to its operations.
- Contrary to SPSA policy for much of its existence before 2010, under current Board and Executive Staff leadership SPSA has not issued any debt whatsoever and, moreover, current policy favors avoiding new debt in favor of a “pay-as-you-go” practice for even its most significant capital improvements. Furthermore, consistent with applicable law, SPSA has implemented and will continually maintain in effect appropriate policies to (i) prohibit the issuance of long-term bond indebtedness to fund operational expenses and (ii) require that, prior to issuance of new debt, the Board of Directors perform a due diligence investigation regarding the appropriateness of issuing the debt, including an analysis of the costs of repaying the debt, which would then be certified by an external certified public accountant, reviewed by the Board and, finally, subjected to a vote requiring a minimum approval of seventy-five percent (75%) of the Board of Directors.
- SPSA strives to maintain its operations through staffing that reliably provides SPSA services to the Member Localities, and other users of the Disposal System, with the lowest “headcount” reasonably possible in light of its obligations. Personnel and staffing needs are evaluated constantly and changes are and will continue to be made promptly as and when circumstances require.

- SPSA has embraced the guiding principle of openness and transparency in its operations and management. Executive Staff and legal counsel update the Board of Directors and, where appropriate, the Member Localities on at least a monthly basis with regard to all material developments, whether in operations, relations with the Members themselves and/or with vendors and other customers, such as the United States Navy. Where an issue arises in any of these relationships, Executive Staff, the Board and counsel thoughtfully evaluate the range of possible solutions, as well as the applicable costs and other implications of the situation, before arriving at a decision on how to best address the matter. SPSA will continually endeavor to ensure that its Board is the most informed and involved governmental agency in the region.
- SPSA is well-positioned to monitor, evaluate and adapt to changes in the waste disposal industry, and regularly seeks and will continue to request external, expert guidance on emerging technologies and other relevant developments in its field, with the enduring goal of maintaining state-of-the-art, efficient and effective operations in performing its services to the Member Localities and otherwise carrying out its mission.
- As noted above, SPSA's core purpose is management of safe and environmentally sound disposal of regional waste, and SPSA devotes the majority of its time and effort to activities associated with its purpose. Of course, to the extent not inconsistent with that core purpose, SPSA may from time to time consider implementation and performance of additional waste disposal services, beyond its core function of disposal of regional waste, where circumstances warrant. (For example, yard debris disposal and recycling are examples of services that SPSA has provided for its members in the past, and these and other "ancillary" services may in fact be worthy endeavors in the future.) However, before implementing any such additional waste disposal services, Executive Staff and the Board of Directors will undertake a detailed and thorough evaluation -- including accounting and financial diligence -- to ensure cost-effectiveness, as well as operational review to confirm SPSA's ability to efficiently and effectively provide such services. Any "non-core" services would likely require separate contracts to ensure all parties' interests are adequately protected, and ultimately Board approval would be required for SPSA to undertake any activities not associated with its primary role.
- Finally, to reiterate a principal tenant of SPSA's governance, its first responsibility is to satisfy the waste-disposal needs of its Member Localities by providing the highest quality of services at the lowest reasonable cost. However, to the extent not inconsistent with or adverse to its obligations to SPSA members, SPSA will provide services to Commercial Waste and other non-municipal customers. Such services will not under any circumstances subordinate SPSA's commitment to its members, nor will the Disposal System Fees paid by the Member Localities "subsidize" artificially low rates for such Commercial Waste and other customers. Instead, to the extent undertaken, SPSA would strive to provide Commercial Waste customers and other customers with the same quality services as its members enjoy at commercially reasonable rates, which should not only benefit SPSA and such other Commercial Waste customers but also the Member Localities by alleviating waste disposal burdens and obligations which the members might otherwise be required to manage. The definition of "Commercial

Waste” and SPSA’s obligations hereunder with respect thereto are included in the “Commercial Waste Guidelines” set forth below in this Strategic Operation Plan.

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### 3.0 ORGANIZATIONAL STRUCTURE

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SPSA is managed by a 16-member Board of Directors, composed of eight (8) members appointed by the Governor of Virginia and eight (8) “ex-officio” members employed and appointed by each of the Member Localities. The Board of Directors, in turn, appoints an Executive Director responsible for the direct hire and supervision of all other SPSA employees, in addition to the day-to-day operations of the Authority.

SPSA is organized under five (5) distinct divisions:

1. Administrative Division: SPSA’s Administrative Division supports the entire Disposal System. It includes the Executive Office, Human Resources, Accounting, Purchasing, Information Technology, the Regional Office Building and a Safety Department.
2. Fleet Maintenance Division: The Fleet Maintenance Division provides preventive maintenance and repairs to approximately 284 pieces of rolling stock equipment utilized by SPSA in its operations. SPSA currently operates two maintenance facilities: (i) one large 14bay facility located at the Operations Center on Victory Boulevard in Portsmouth and (ii) one 2-bay facility located at the Regional Landfill in Suffolk. The majority of the equipment is serviced and repaired at the Portsmouth facility. The types of equipment include track dozers and excavators, compactors, articulating dump trucks, wheeled loaders, skid steers, Class 8 tractors, Class 6 vehicles, trailers, pickup trucks and a variety of smaller construction equipment.
3. Regional Landfill Division: The Regional Landfill Division consists of landfill operation, environmental management and the tire shredder operation.

- a. Landfill Operation

The Regional Landfill is located on an 833-acre parcel off the merged US Routes 58, 13 and 460 in Suffolk, Virginia (mailing address is 1 Bob Foeller Drive). Facilities at the Regional Landfill include but are not limited to:

Closed landfill Cells I through IV – 106 disposal acres  
Active landfill Cells V and VI – 43.8 and 41.3 disposal acres respectively  
Cell VII permitted expansion area – 54.2 disposal acres  
Unpermitted potential expansion area – 264.6 disposal acres  
Scale facility (also serves the Delivery Point for the Suffolk transfer station)  
Operations and vehicle maintenance building  
Household hazardous waste collection center  
Tire shredder

Soils management facility (Clearfield MMG, tenant)  
Gas to energy plant (Suffolk Energy Partners, LLC, contractor and operator)

The Regional Landfill accepts Municipal Solid Waste, Construction and Demolition Debris (CDD), ash residue from the Wheelabrator WTE Facilities (discussed below), waste not accepted at any Disposal System Delivery Point, soils and clean fill. Disaster Waste is not accepted.

As noted above in its “Guiding Principles”, SPSA evaluates the capacity of the Regional Landfill annually, taking into consideration and projecting future changes in the quantity of waste disposed of in the landfill.

The Regional Landfill also manages and maintains a “landfill gas recovery system”, which began full operation November 17, 1994. The system includes gas collection wells strategically located throughout Cells I – VI. In addition to the gas collection wells, the system includes gas collection piping, a flare system, condensate drains, a 3.2 MW power plant using four internal combustion engines and 2.3 miles of pipeline to sell gas to BASF. Landfill gas not supplied to BASF is used to generate electricity and some is flared if and when it is not otherwise able to be utilized. The landfill gas collection system is currently operated and maintained by Suffolk Energy Partners, pursuant to contract that continues through 2031.

b. Environmental Management Department:

The environmental management department is responsible for compliance matters throughout the SPSA organization. The department manages permits issued to SPSA and its facilities by the Virginia Department of Environmental Quality (DEQ), Hampton Roads Sanitation District (HRSD), the Virginia Department of Public Health and underground storage tank compliance at several facilities (each facility within the Disposal System maintains at least one permit, and the Regional Landfill is regulated by four permits). To ensure compliance, the environmental department conducts regular inspections at facilities and training of SPSA personnel. In addition, environmental staff manages the Environmental Management System (EMS). The EMS program consists of a multitude of documentation, training, and audit requirements throughout the organization. Lastly, environmental staff also conducts field monitoring for ground water, gas, drinking water, effluent and random load inspections designed to ensure permit compliance.

This department is also responsible for the Household Hazardous Waste (HHW) and White Goods (metal recycling) programs maintained by SPSA.

- i. *Household Hazardous Waste* - SPSA operates four HHW collection facilities. The HHW collection facility at the Regional Landfill in Suffolk is open full time, Monday through Friday, and a half-day Saturday. The remaining three facilities, one at the Chesapeake Transfer Station, one at the Franklin Transfer Station and one at the Norfolk Transfer Station, are open based upon a monthly recurring schedule at Chesapeake, a weekly recurring schedule at Norfolk and a quarterly recurring schedule at Franklin. Additionally, from time to time, SPSA assists the Member Localities with special HHW collection events. Residents from all Member Localities may bring unwanted HHW to any of these HHW facilities to be disposed of safely, free of charge; however, the resident’s applicable



Member Locality is charged a Disposal System Fee for its residents' use of the HHW facilities. Commercial HHW is NOT accepted at any HHW facility maintained by SPSA; instead, HHW generated commercially must be disposed of using a commercial waste disposal company.

- ii. *White Goods* - White goods or other metal-containing waste are collected at the Regional Landfill and are recycled with a local metal recycling company, and SPSA receives the then-current scrap metal price for the metal that is collected. Also, environmental staff is licensed to recover refrigerant from any applicable device received in the White Goods program.
  - c. *Tire Shredder Department*: SPSA's tire-shredding operations commenced in 1988 at the Regional Landfill, where residents of the Member Localities can dispose of automobile tires by bringing them to tire-shredder operations facility. SPSA employees de-rim tires on site and recycle the rims, and tires are then processed through the tire shredder. The finished product is used as supplemental daily landfill cover, and is also used in drainage projects, pipe substrate and to repair leachate seeps.
4. *Delivery Point Division*: The Delivery Point Division consists of transfer station operations and the scalehouse operations.
- a. *Transfer Station Operations*:
    - i. *Boykins* - The station was opened in 1985 and consists of an elevated area where customers can deposit waste into a stationary compactor or two open top roll-off containers. The station is permitted to accept 50 tons per day and is manned by Southampton County and serviced by SPSA. SPSA is responsible for dumping the containers and maintaining the facility equipment, buildings and grounds. The facility has one 40-yard compactor and two 40-yard open top containers for residential and municipal disposal. SPSA owns the improvements on the land at this transfer station, which is leased from a private citizen pursuant to a lease that expires March 31, 2025.
    - ii. *Chesapeake Transfer Station* - This transfer station was built in 1984 and is located on a 4.75 acre parcel of land west of Greenbrier Parkway in the City of Chesapeake. The transfer station utilizes a bi-level, non-compacted, direct dump design consisting of one refuse hopper and a tipping area on the upper level and a "load out" area on the lower level. The facility has a maximum design capacity of 500 tons per day with a storage capacity of up to 150 tons at any given time. The station utilizes a drop and hook operation. Residents may use the station only on Mondays and Saturdays during regular business hours and from Noon to 4:00 p.m. on Saturday and Sunday, and the City of Chesapeake pays the cost to operate the facility during these hours. SPSA owns the improvements on the land at this transfer station, which is leased from the City of Chesapeake pursuant to a lease arrangement effective January 25, 2018.

The term of the lease is five years with four renewal periods of five years each.

- iii. *Franklin Transfer Station* - This station was opened in 1985 and consists of an open tipping floor area screened with a fabric chain link fence and a prefabricated office building. Waste is dumped into the single hopper directly into open top transfer trailers and is hauled to the Regional landfill by SPSA. The facility is permitted for 150 tons per day and capable of storing 50 tons at any one time. The station utilizes a drop and hook operation. SPSA owns the Franklin transfer station, including all land and improvements.
- iv. *Isle of Wight Transfer Station* - This station was opened in 1985 and consists of a push-wall transfer station with a three-sided metal building superstructure. Transfer trailers travel on a loading lane situated at a lower grade than the tipping floor so that the sides of the trailers are approximately 4 feet above the tipping floor, and a front-end loader lifts waste into the transfer trailers and which are then hauled to the Regional landfill by SPSA. The station is permitted for 150 tons per day, capable of storing 50 tons at any one time, and utilizes a drop and hook operation. SPSA owns the improvements on the land at this transfer station, which is leased from Isle of Wight County pursuant to a lease arrangement effective January 25, 2018. The term of the lease is five years with four renewal periods of five years each.
- v. *Ivor Transfer Station* – This station was opened in 1985 and consists of an elevated area where customers can deposit waste into a stationary compactor or two open-top roll-off containers. The station is permitted to accept 30 tons per day and is manned by Southampton County and serviced by SPSA. SPSA is responsible for emptying the containers and maintaining the facility equipment, buildings and grounds. The facility has one 40-yard compactor and two 40-yard open top containers for residential and municipal dumping. SPSA owns the Ivor transfer station, including all land and improvements.
- vi. *Landstown Transfer Station* - This station opened in January 1993 and consists of an enclosed tipping floor with three hoppers for loading. The station is permitted to accept 1500 tons per day. Waste is collected and stored on the tipping floor throughout the day then hauled at night. SPSA owns the improvements on the land, which is leased to SPSA by the City of Virginia Beach. The current lease expires December 30, 2047.
- vii. *Norfolk Transfer Station* - This station opened in 1985 and consists of an enclosed tipping floor with three hoppers for loading. The station is permitted to accept 1300 tons per day. Residents may use the station only from Noon to 4:00 p.m. on Saturday and Sunday, and the City of Norfolk pays the cost to operate the facility during these hours. SPSA owns the Norfolk transfer station, including all land and improvements.

- viii. *Oceana Transfer Station* - This station was built by the City of Virginia Beach and opened in 1982. In 1987, SPSA bought the station facility for \$1,000,000, but still leases the land -- which is owned by the Virginia Department of Transportation (VDOT) -- and pays rent of \$1.00 per year under the lease. SPSA operates the station pursuant to its lease with VDOT (technically a "permit"), which can be terminated by VDOT upon 30 days' notice to SPSA. The station has a design capacity of 500 tons per day, with the capability of storing 450 tons at any one time. The station utilizes a drop-and-hook system, which allows waste on the floor to be removed and placed in staged trailers for hauling at a later time. The station does not accept waste from residential customers.
- ix. *Suffolk Transfer Station* – This station, built in 2005, is located near the entrance to the Regional Landfill and consists of an enclosed tipping floor with two hoppers for loading. The station is permitted to accept 1300 tons per day. The station utilizes a drop and hook operation. SPSA owns the Suffolk transfer station, including all land and improvements.

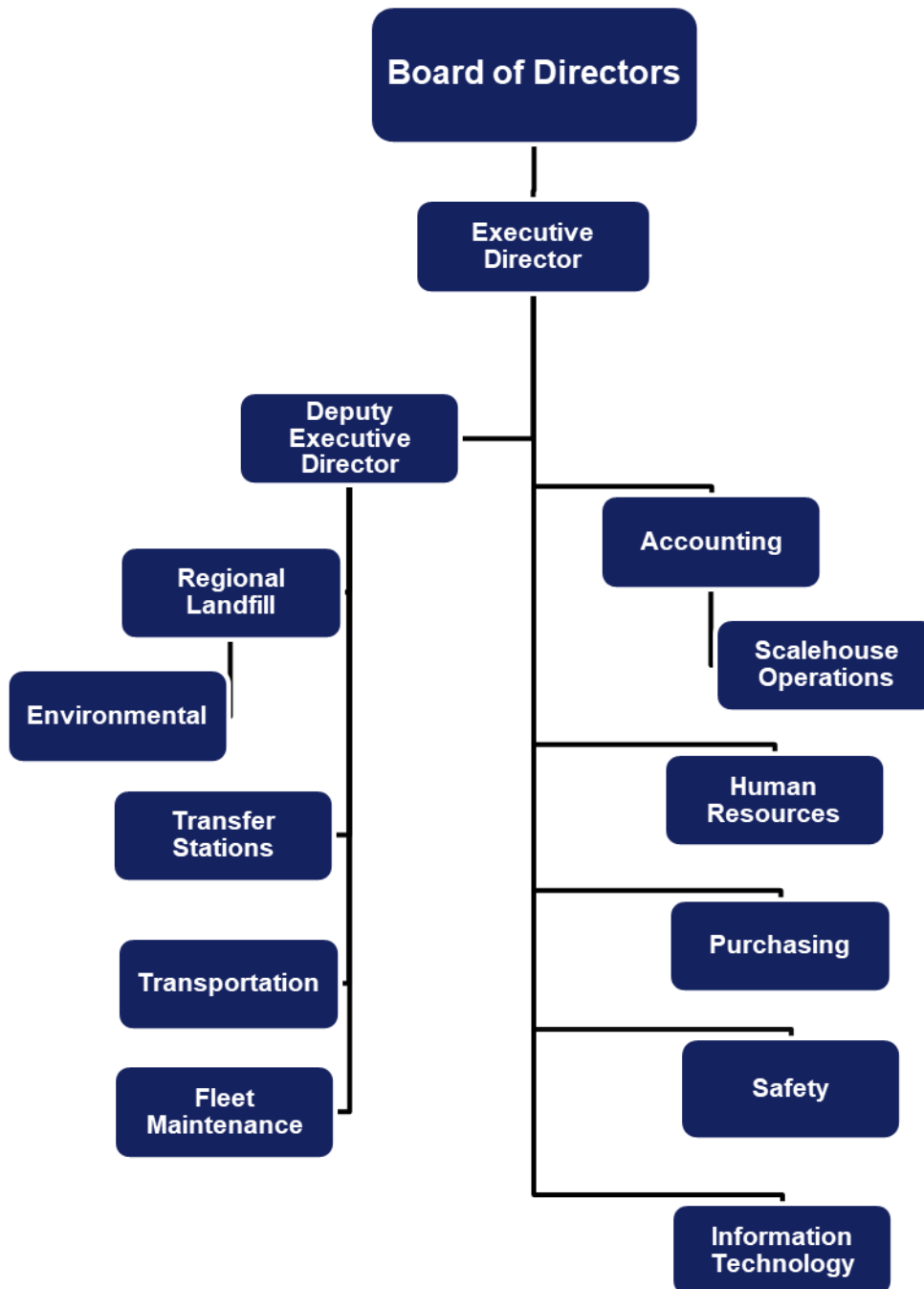
- b. Scalehouse Operations: SPSA's scalehouse operation is responsible for ensuring the accurate measurement of (i) solid waste flowing through SPSA's transfer stations to the Regional Landfill and the WTE Facilities in Portsmouth (part of the current Designated Disposal Mechanism) and (ii) the revenue generated from the disposal of waste. Scale attendants man scalehouses at the Chesapeake, Landstown, Norfolk, Oceana and Regional Landfill transfer stations. The scalehouses in Franklin and Isle of Wight are manned by transfer station staff.

SPSA's scale attendants operate the scale recording devices to capture truck weights and process transactions, including truck information, customer account information, type of waste and associated tipping fee rate, methods of payment and credit card processing. These transactions are uploaded into SPSA's accounting software for subsequent billing of SPSA's customers. Certain data is also transmitted to Wheelabrator on a daily basis in accordance with the Waste Hauling and Disposal Service Agreement.

Scale attendants also handle phone calls to the various transfer stations as well as face-to-face interactions with the Member Localities, residents and private haulers to ensure that only solid waste meeting SPSA's standards is accepted for disposal at SPSA facilities.

- 5. Transportation Division: The Transportation Division is responsible for conducting hauling operations transferring waste from the Chesapeake, Norfolk, Landstown and Oceana transfer stations to the WTE Facilities owned and operated by Wheelabrator. The waste received at the Franklin, Isle of Wight and Suffolk transfer stations is hauled to the Regional Landfill. In addition to transporting waste from the transfer stations, the transportation division staff operates roll-off trucks, a tanker and a low-boy trailer, and also hauls leachate from various transfer stations and sludge from the City of Norfolk's Water Treatment Plant to the Regional Landfill.

SPSA's Organizational Chart is illustrated as follows:



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## 4.0 OPERATION AND USE OF FACILITIES

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### 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

<b>Location</b>	<b>Monday – Friday</b>	<b>Saturday</b>
Chesapeake Transfer Station 901 Hollowell Lane Chesapeake, VA 23320	8 am – 5 pm	8 am – 12 pm
Franklin Transfer Station 30521 General Thomas Highway Franklin, VA 23851	8 am – 3 pm	8 am – 12 pm
Isle of Wight Transfer Station 13191 Foursquare Road Smithfield, VA 23430	8 am – 3 pm	8 am – 12 pm
Landstown Transfer Station 1825 Concert Drive Virginia Beach, VA 23453	8 am – 5 pm	8 am – 12 pm
Norfolk Transfer Station 3136 Woodlake Avenue Norfolk, VA 23504	8 am – 5 pm	8 am – 12 pm
Oceana Transfer Station 2025 Virginia Beach Boulevard Virginia Beach, VA 23462	6 am - 3 pm	8 am – 12 pm
Suffolk Transfer Station Located at the Regional Landfill	8 am – 4 pm	8 am – 12 pm
Regional Landfill (including Tire Shredder) 1 Bob Foeller Drive Suffolk, VA 23434	8 am – 4 pm	8 am to 12 pm (Tire Shredder is not open on Saturdays.)
HHW Collection (Regional Landfill) 1 Bob Foeller Drive Suffolk, VA 23434	8 am – 4 pm	8 am – 12 pm

<b>Location</b>	<b>Days and Hours</b>
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 19
Independence Day	July 4th
Labor Day*	First Monday in September
Columbus Day*	Second Monday in October
Election Day*	Tuesday following first Monday in November
Veteran's Day*	November 11th
Thanksgiving Day	Fourth Thursday in November
FRI following Thanksgiving Day*	Fourth Friday in November
Christmas Day	December 25th

SPSA follows the Commonwealth of Virginia's holiday schedule. If any of New Year's Day, Independence Day, Veteran's Day, Christmas Eve or Christmas Day Falls on a Sunday, when a facility is otherwise closed, then the applicable holiday is observed on the date designated for its observation as a holiday by the Federal Government. For those holidays marked above with an asterisk (\*), all SPSA transfer stations will operate under the schedule for Saturday hours -- i.e. they will be open for one-half day (8 am – Noon) under receiving hours listed above.

### 4. "Extra" Charges to Member Localities

SPSA charges each Member Locality at an hourly rate to the extent the Member requests to extend a transfer station's normal receiving time. The hourly rate is calculated each fiscal year and includes the full cost to SPSA for extending hours past its normal receiving time, including the time necessary to haul the waste to the proper disposal point.

5. Units of Measure

Each Delivery Point is equipped with vehicular scales. All vehicles are weighed with the driver aboard upon arrival. All departing vehicles are then weighed a second time, unless the vehicle tare weights are known. Disposal System Fees (tipping fees), in turn, are charged based upon the difference between the arrival and departure weights. If the scales at the receiving location are inoperative, the fee is based on the average amount received per vehicle when dumping records for such vehicle for the twelve (12) full months immediately preceding are available or, when such records are not available, the fee is based on the average amount received per vehicle of like size and/or compaction ratio.

The driver of each vehicle is given a statement after each load of Solid Waste is dumped, and each such statement reflects the weight of the waste dumped, the applicable date, time and Delivery Point, and the applicable Disposal System Fee.

In addition, SPSA may designate grades or categories of Solid Waste that will be measured upon receipt by SPSA by number of units or by means other than by weight.

6. Right to Reject Waste

SPSA accepts most non-hazardous Solid Waste within the Disposal System, subject to the other terms and conditions of this SOP, including, but not limited to, SPSA's exclusion of Disaster Waste from the Disposal System (see SPSA's Role in a Storm Event under Section 8.0 below). SPSA also retains the right to refuse to accept waste from users who have failed to pay any applicable Disposal System Fees.

All reasonable attempts are made to reject unacceptable waste before it is received within the Disposal System. However, if grades or categories of waste are disposed of at a Delivery Point that is not designated for the receipt of such waste, it is the responsibility of the user to remove such material at its own expense. Any such material not promptly removed by the user may be removed by SPSA, and the costs for such removal are then charged against the user.

7. Traffic Guidelines

Each of the Delivery Points is expected to handle a large number of vehicles. Traffic control at each location is at the sole discretion of SPSA.

8. Residential Waste Guidelines

Residents of the Member Localities are not charged for disposal of their household waste limited to 12 visits per calendar year. However, starting 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.

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**5.0 DESIGNATED DISPOSAL MECHANISM; PLANNING HORIZON**

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1. Designated Disposal Mechanism.

- a. *Selection Process for Designated Disposal Mechanism.* From time to time, as and when appropriate under the circumstances, and no less often than every seven (7) years, the SPSA Board of Directors (or a subcommittee thereof) and Executive Staff will undertake a comprehensive review of the Designated Disposal Mechanism then being utilized and, further, will assess its viability for future periods of time. While it is ultimately the responsibility of the SPSA Board of Directors to determine the best and most efficient Designated Disposal Mechanism for the Authority and its Member Localities (considering both process and economic factors), in so doing the Board will necessarily seek and consider the input of the Member Localities. (The Board of Directors may also solicit input/guidance from independent professionals in the field as well.) In connection with such review and consideration of the Designated Disposal Mechanism, in consultation with the Member Localities, the Board and Executive Staff may conclude that the Designated Disposal Mechanism then being utilized by SPSA is the most efficient and effective method of waste disposal or, on the other hand, may determine that it is appropriate and in the best interests of SPSA and the Member Localities to explore alternative waste-disposal options, including (but not limited to) the issuance of one or more Requests for Proposal in accordance with Applicable Law, disposal of Municipal Solid Waste in the Regional Landfill or some other waste-disposal method/mechanism. Based on and following each such periodic review and assessment, Executive Staff will make a final recommendation for the Designated Disposal Mechanism for the applicable future period(s), and Executive Staff shall endeavor to make such recommendation so as to give the SPSA Board of Directors and the Member Localities as much time as is reasonably practicable under the circumstances to consider such recommendation and all relevant considerations. Following such recommendation and, where appropriate, solicitation of input from the Member Localities, SPSA will conduct a vote in accordance with Applicable Law seeking approval from its Board of Directors for the recommended Designated Disposal Mechanism, it being expressly acknowledged and agreed that the approval of any Designated Disposal Mechanism for the Authority is and shall be at the sole discretion of the Board. Notwithstanding the foregoing or anything else in this SOP to the contrary, however, (i) the Designated Disposal Mechanism may not include any landfill constructed, operated or otherwise existing in the Northwest River Watershed

(defined as the geographical areas lying within the boundaries delineated as such and specified as the “Northwest River Watershed” on Appendix B attached to this SOP), and (ii) SPSA shall not dispose of any Municipal Solid Waste (or other Solid Waste) in any landfill constructed, operated or otherwise existing in the Northwest River Watershed.

- b. Designated Disposal Mechanism. SPSA accepts municipal and commercial solid waste (excluding Hazardous Waste) at nine transfer stations. In 2010, SPSA sold its refuse derived fuel plant (RDF) and power plant (collectively, the “WTE Facilities”) to Wheelabrator Technologies, Inc. (now Wheelabrator Portsmouth Inc.) In connection with the sale, SPSA and Wheelabrator executed a Service Agreement for solid waste disposal services. Pursuant to an amendment of the Service Agreement (Addendum 6), as of January 25, 2018, waste received at the Chesapeake, Landstown, Norfolk and Oceana transfer stations is hauled and disposed at the WTE Facilities. Waste received at the Franklin, Isle of Wight and Suffolk transfer stations is hauled and disposed at the Regional Landfill.
- c. Bulk Waste collected by or on behalf of Member Localities shall be delivered to SPSA transfer stations beginning 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.

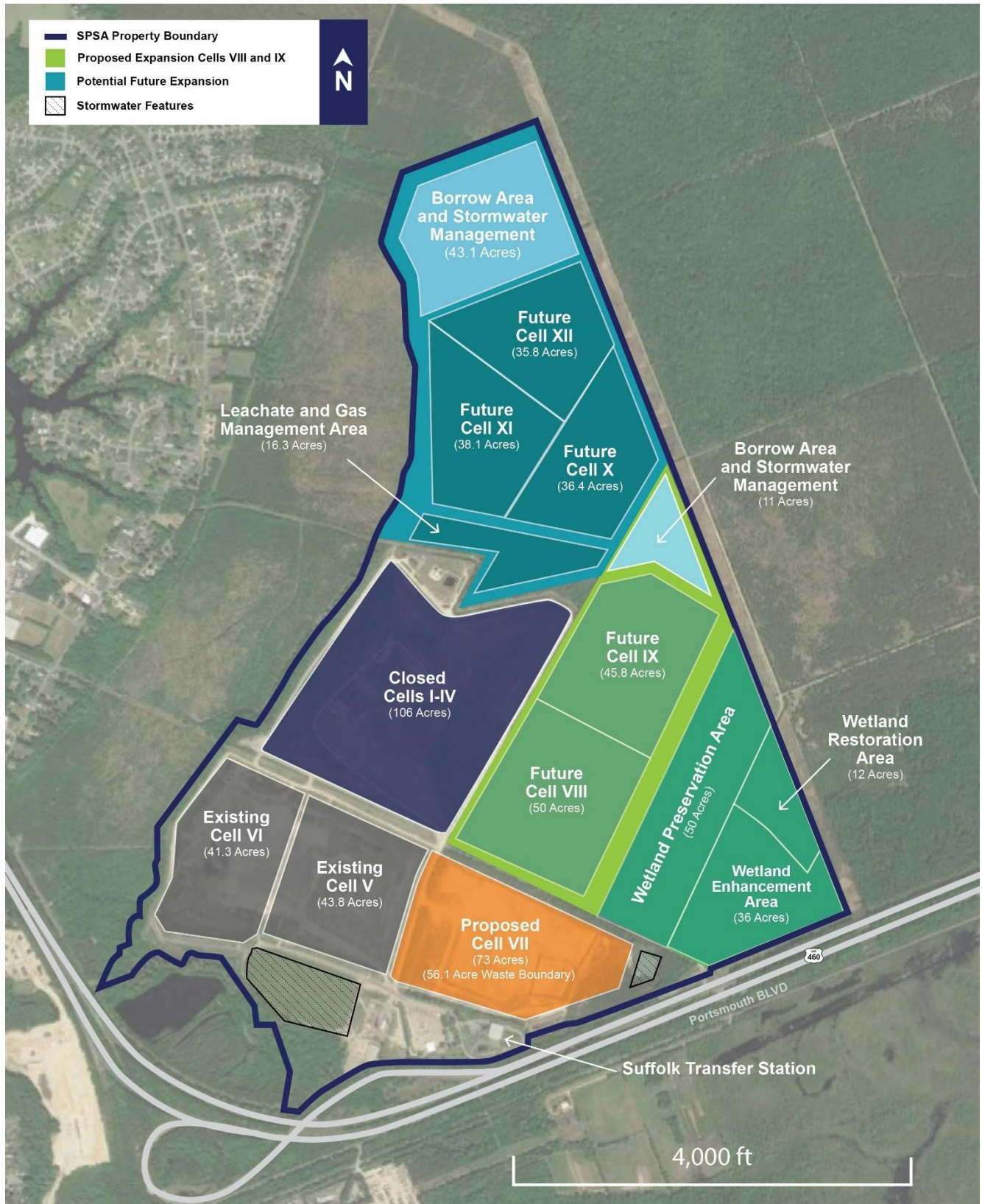
Based on the 2021 report and various assumptions, including annual Solid Waste disposal of approximately 317,349 tons per year, Cells 5 & 6 are currently projected to reach capacity in January 2030.

In addition to Cells 5 & 6, the Regional Landfill includes a 56-acre lateral expansion known as Cell 7. Cell 7 was approved by the Virginia Department of Environmental Quality on June 8, 2011. The capacity of Cell 7 is approximately 8,600,000 cubic yards, or approximately 7.7 million tons of Solid Waste.

A conceptual plan has also been developed for the potential expansion of Cells 8 – 12, which would provide an additional 264-plus acres of potential expansion areas at the Regional Landfill. SPSA owns the applicable land; however, the additional cells have yet to be permitted. This additional capacity could provide enough capacity for the region for 100 plus years, based on the estimated annual Solid Waste tonnage noted above. Please see an illustration of the “Conceptual Plan” below.

SPSA will continue to monitor the capacity of the Regional Landfill based on, among other things, variations in tons disposed and other planned and unplanned events, and SPSA will in turn update/modify its management reports accordingly, again no less than annually.

## Regional Landfill – Conceptual Plan



Incoming waste volume, tons/yr	Cumulative Life Estimates			
	Cells 5/6	Cell 7	Cells 8/9	Cells 10/11/12
	3M CY	8.6M CY	15.7M CY	21.3M CY
	2.7M Tons	7.7M Tons	14.1M Tons	19.2M Tons
200,000	2034	2073	2143	2239
300,000	2030	2055	2102	2166
400,000	2027	2047	2082	2130
500,000	2026	2041	2070	2108
600,000	2025	2038	2061	2093
700,000	2024	2035	2056	2083
Notes:				
1. Landfill life estimates assume 0.90 tons/CY or 1800 lbs/CY density for life of landfill				
2. Life estimates based on 3M CY of recoverable airspace remaining in Cell 5/6 as of December 15, 2020				
3. Cell 7 volume assumes reduction in permitted capacity with no overlap onto Cell 5				
4. Cells 8 and 9 volumes are based on preliminary grading plans for 40" max depth, 200' top elevation				
5. Cells 10 through 12 volumes are estimated as a 20' max depth and 200' top elevation				

## 6.0 BASIS OF ACCOUNTING AND FINANCIAL REPORTING

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### 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

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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.

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## 8.0 SPSA’S ROLE IN A STORM EVENT

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As described elsewhere in this SOP, SPSA does not accept Disaster Waste within the Disposal System. Instead, SPSA has historically served as the “procurement agent” for regional management of debris caused by hurricanes and other major storms/disasters (i.e., Disaster Waste). More specifically, SPSA acted as the representative of certain localities, including all SPSA Member Localities as well as the counties of Surry, Northampton, Accomack, Sussex and Greensville (the “Covered Localities”), in the procurement process.

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



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

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

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

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## **9.0 POLICIES AND PROCEDURES TO BE MAINTAINED**

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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.

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## **10.0 REVISIONS TO STRATEGIC OPERATING PLAN**

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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 reprocessable) to recover a usable product or is regenerable to

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

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

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

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

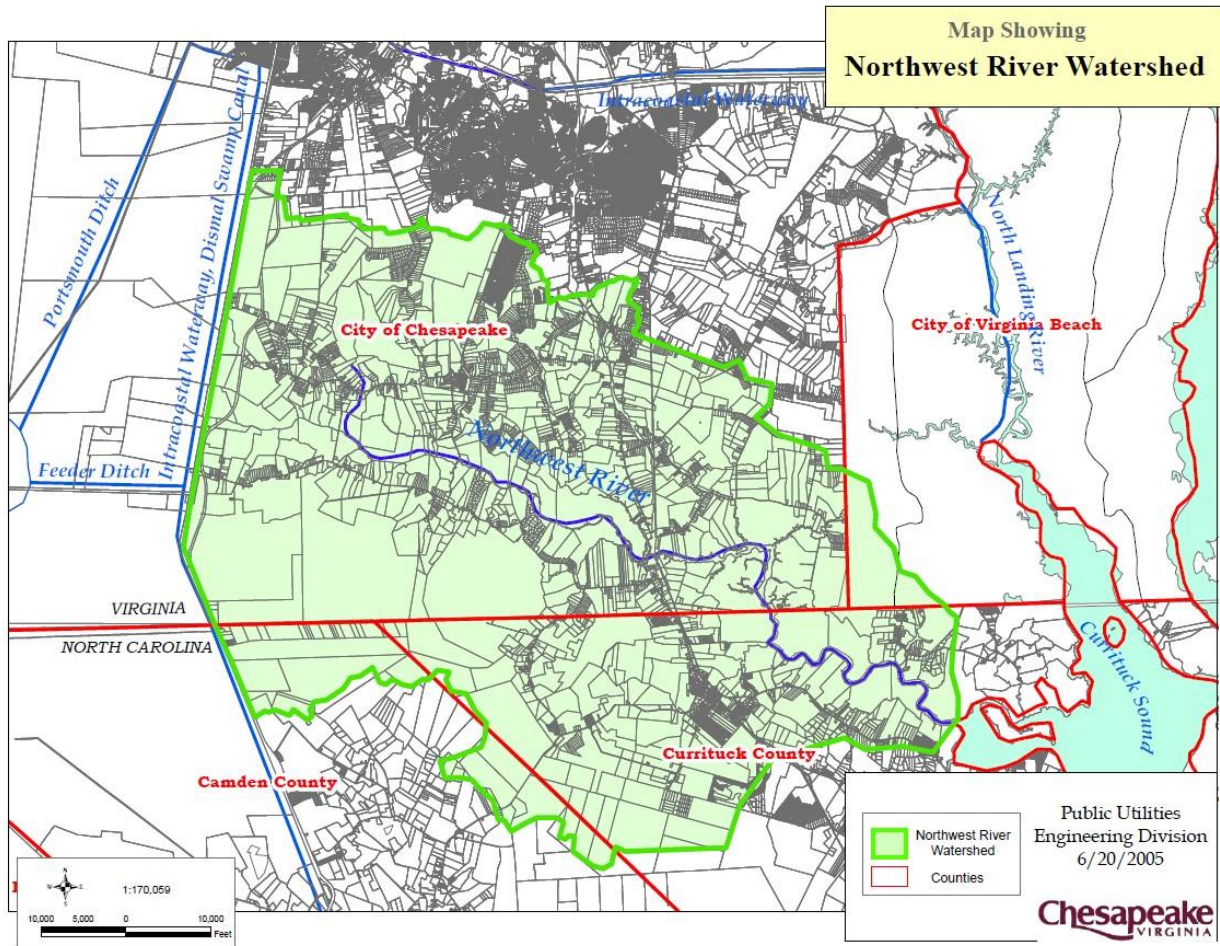
Strategic Operating Plan/SOP – This plan adopted by the Board of Directors of the Authority, which sets forth certain operational, maintenance, administrative and other responsibilities of the Authority with respect to the Disposal System and the performance of related services by the Authority, as the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

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

[End of Definitions]

## APPENDIX B

### Northwest River Watershed



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## **Capital Improvement / Equipment Replacement**

### **IN THIS SECTION:**

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



# Capital Improvement / Equipment Replacement

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

Description	FY 2021 Revised	Projected FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Regional Landfill</b>								
Cell 8/9 Permitting	\$ 1,365,056	\$ 1,365,056						
Asphalt Parking Lot Overlay	27,090	27,090						
Repair Cells I-IV	25,875	25,875						
Dump Truck			442,500			\$ 482,500		
Tractor w/ Side Boom	123,821	123,821						
Pump	29,990	29,990						
Guard Shack	21,918	21,918						
Pickup Truck			32,555	\$ 34,500	\$ 40,000	1 \$ 38,000	1 \$ 85,000	2
Dozer	528,884	528,884		572,000				
Water Truck	-	-						
Demo/Construction Admin Bldg	84,000	84,000						
Remove/Replace UST with AST	281,300	281,300						
Wheel Wash			300,000					
Compactor					974,000		1,054,000	
Generator						55,000		
Mower						17,100		
Backhoe						115,000		
Track Excavator							300,000	
Bushhog Rotary Cutter (2)							26,000	2
Total for Regional Landfill	\$ 2,487,934	\$ 2,487,934	\$ 775,055	\$ 606,500	\$ 1,014,000	\$ 707,600	\$ 1,465,000	
<b>Safety</b>								
SUV								
Total for Safety	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Tire Shredder Operations</b>								
Tire Cutter	-							
Tire Shredder	681,270	681,270						
Total for Tire Shredder	\$ 681,270	\$ 681,270	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Fleet Maintenance</b>								
Coalescer	13,340	13,340						
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	\$ 13,340	\$ 13,340	\$ -	\$ 200,000	\$ -	\$ -	\$ 135,000	
<b>Fleet Maintenance (RLF)</b>								
Pickup Truck						\$ 42,000		
Total Fleet Maintenance - RLF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,000	\$ -	
<b>Transportation</b>								
Road Tractors	599,888	599,888	4 606,000	4				
Paint Tractors	84,200	84,200						
MSW Trailers (Tipper or Walking Floor)			630,000	7W 1,575,900	17W 1,337,000	14W 1,083,500	11W 1,122,000	11W
Asphalt Improvements					290,000			
Sludge Trailers				195,000	3			
Rolloff Truck				375,000	2			
Rolloff Containers						100,000		
Yard Dog			125,000					
Total for Transportation	\$ 684,088	\$ 684,088	\$ 1,361,000	\$ 2,145,900	\$ 1,627,000	\$ 1,183,500	\$ 1,122,000	
<b>Chesapeake Transfer Station</b>								
Yard Dog	119,500	119,500						
Tip Floor Replacement			100,000					
Inbound/Outbound Scales						110,000		
Bobcat							36,000	
Wheel Loader							460,000	
Total for Chesapeake Transfer Sta	\$ 119,500	\$ 119,500	\$ 100,000	\$ -	\$ -	\$ 110,000	\$ 496,000	
<b>Franklin Transfer Station</b>								
Yard Dog	119,500	119,500						
Bobcat Skidsteer				30,000				
Pickup Truck							32,000	
Total for Franklin Transfer Station	\$ 119,500	\$ 119,500	\$ -	\$ 30,000	\$ -	\$ -	\$ 32,000	
<b>Household Hazardous Waste (HHW)</b>								
Loader					115,000			
Pick Up Truck 4x4			33,572				39,000	
Total for HHW	\$ -	\$ -	\$ 33,572	\$ -	\$ 115,000	\$ -	\$ 39,000	
<b>Isle of Wight Transfer Station</b>								
Above Ground Scale			125,000					
Yard Dog	119,500	119,500						
Total for Isle of Wight Transfer Stati	\$ 119,500	\$ 119,500	\$ 125,000	\$ -	\$ -	\$ -	\$ -	

Description	FY 2021 Revised	Projected FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>Landstown Transfer Station</b>							
Wheeled Loader	518,096	518,096				602,500	
Bobcat Skidsteer				30,000			
Tunnel - Blast & Paint					135,000		
Tip Floor Replacement						544,000	
Wheeled Excavator						380,000	
Roof Replacement/Overlay							262,430
Total for Landstown Transfer Station	\$ 518,096	\$ 518,096	\$ -	\$ 30,000	\$ 135,000	\$ 1,526,500	\$ 262,430
<b>Norfolk Transfer Station</b>							
Wheeled Excavator			351,500				
Wheeled Loader			545,000		618,000		
Tip Floor & Building Roof				192,600			
Total for Norfolk Transfer Station	\$ -	\$ -	\$ 896,500	\$ 192,600	\$ 618,000	\$ -	\$ -
<b>Oceana Transfer Station</b>							
Wheeled Loader			400,000				
Bobcat Skidsteer				30,000			
Yard Dog	119,500	119,500					
Total for Oceana Transfer Station	\$ 119,500	\$ 119,500	\$ 400,000	\$ 30,000	\$ -	\$ -	\$ -
<b>Suffolk Transfer Station</b>							
Yard Dog	119,500	119,500					
Total for Suffolk Transfer Station	\$ 119,500	\$ 119,500	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Regional Office Building</b>							
Upgrade Lighting to LED	100,000	100,000					
Total for Regional Office Building	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Undesignated Project Funds</b>	241,743	-		265,000			
<b>GRAND TOTAL</b>	<b>\$ 5,323,971</b>	<b>\$ 5,082,228</b>	<b>\$ 3,691,127</b>	<b>\$ 3,500,000</b>	<b>\$ 3,509,000</b>	<b>\$ 3,569,600</b>	<b>\$ 3,551,430</b>

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%							\$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	
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											
Landfill Permit Part B Application		\$242,100	3%					\$3,870,000				\$3,870,000	
Application Fee		\$18,680	3%									\$18,680	
Special Exception Dewatering Permit Application		\$114,158	3%									\$114,158	
SE Permit Fee		\$6,000	3%									\$6,000	
Permit Application		\$31,283	3%									\$31,283	
Aquifer Pump Test Plan, Performance & Reporting		\$76,875	3%									\$76,875	
Modeling	\$10,000	3%									\$10,000		
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	\$576,589	\$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 Landfill Expansion Costs

## Draw Schedule

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						

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## **Projected Future Tipping Fees**

IN THIS SECTION:

- 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						
	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Projected Per Ton Municipal Tipping Fee	\$61	\$65	\$68	\$70	\$73	\$74
Projected Municipal Waste Stream (Tonnages)						
City of Chesapeake	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
County of Isle of Wight	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
City of Portsmouth	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
City of Suffolk	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
<b>Total Projected Municipal Wastestream</b>	<b>481,850</b>	<b>481,850</b>	<b>481,850</b>	<b>481,850</b>	<b>481,850</b>	<b>481,850</b>
<b>Revenues</b>						
Municipal Tipping Fees	\$ 29,392,850	\$ 31,103,304	\$ 32,730,795	\$ 33,909,032	\$ 35,114,888	\$ 35,873,156
City of Chesapeake	6,710,000	7,100,474	7,472,009	7,740,985	8,016,266	8,189,368
City of Franklin	201,300	213,014	224,160	232,230	240,488	245,681
County of Isle of Wight	1,098,000	1,161,896	1,222,692	1,266,707	1,311,753	1,340,078
City of Norfolk	5,429,000	5,744,929	6,045,534	6,263,160	6,485,888	6,625,943
City of Portsmouth	2,562,000	2,711,090	2,852,949	2,955,649	3,060,756	3,126,850
Southampton County	658,800	697,137	733,615	760,024	787,052	804,047
City of Suffolk	3,123,200	3,304,948	3,477,880	3,603,077	3,731,207	3,811,779
City of Virginia Beach	9,610,550	10,169,815	10,701,954	11,087,201	11,481,479	11,729,409
Navy Solid Waste	1,358,688	1,399,449	1,441,433	1,484,676	1,529,216	1,575,092
Construction & Demolition Debris	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
Other Tipping Fees	4,429,430	4,552,337	4,661,145	4,772,674	4,886,991	5,004,165
Contract Waste	7,085,000	7,280,000	7,540,000	7,800,000	8,060,000	8,320,000
Non-Contract Waste	2,888,000	2,888,000	2,888,000	2,888,000	2,888,000	2,888,000
Tire Program	600,000	606,000	612,060	618,181	624,362	630,606
Household Hazardous Waste Charges	386,650	390,517	394,422	398,366	402,350	406,373
White Goods Program	50,000	50,500	51,005	51,515	52,030	52,551
Landfill Gas Recovery	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
Interest Earnings	450,000	450,000	450,000	450,000	450,000	450,000
Transfer from Fund Balance for Capital/Operating	191,127	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 48,157,974</b>	<b>\$ 50,049,022</b>	<b>\$ 52,100,489</b>	<b>\$ 53,706,815</b>	<b>\$ 55,344,977</b>	<b>\$ 56,539,880</b>



Southeastern Public Service Authority (SPSA)						
Projected Future Tipping Fee						
Operating Expenses by Cost Center	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Accounting	\$ 362,327	\$ 371,385	\$ 380,670	\$ 390,187	\$ 399,941	\$ 409,940
Executive Offices	914,615	937,480	960,917	984,940	1,009,564	1,034,803
Human Resources	148,310	152,018	155,818	159,714	163,706	167,799
Regional Office Building	148,530	152,243	156,049	159,951	163,949	168,048
Environmental Management	450,923	462,196	473,751	485,595	497,735	510,178
Household Hazardous Waste Program	90,830	93,101	95,428	97,814	100,259	102,766
Operations & Administration	121,000	124,025	127,126	130,304	133,561	136,900
Safety	210,918	216,191	221,596	227,136	232,814	238,634
Regional Landfill	3,229,265	3,309,997	3,392,747	3,477,565	3,564,504	3,653,617
Tire Shredder	286,438	293,599	300,939	308,463	316,174	324,079
Fleet Maintenance	1,003,367	1,028,451	1,054,162	1,080,517	1,107,529	1,135,218
Fleet Maintenance - Regional Landfill	381,672	391,213	400,994	411,019	421,294	431,826
Transportation	3,451,574	3,537,863	3,626,310	3,716,968	3,809,892	3,905,139
Boykins Transfer Station	23,655	24,247	24,853	25,474	26,111	26,764
Chesapeake Transfer Station	669,024	685,750	702,894	720,466	738,478	756,940
Franklin Transfer Station	284,538	291,652	298,943	306,417	314,077	321,929
Isle of Wight Transfer Station	306,469	314,131	321,984	330,034	338,285	346,742
Ivor Transfer Station	20,539	21,053	21,579	22,119	22,672	23,238
Landstown Transfer Station	1,173,206	1,202,537	1,232,600	1,263,415	1,295,000	1,327,375
Norfolk Transfer Station	920,424	943,435	967,021	991,196	1,015,976	1,041,376
Oceana Transfer Station	553,092	566,920	581,093	595,620	610,511	625,773
Suffolk Transfer Station	461,777	473,322	485,155	497,284	509,716	522,459
Scalehouse Operations	603,888	618,985	634,460	650,321	666,579	683,244
Suffolk Environmental Trust Fund	5,000	5,000	5,000	5,000	5,000	5,000
Contracted Waste Disposal						
Service Fee to Wheelabrator	15,173,210	15,692,648	16,165,389	16,652,371	17,154,024	17,670,789
Hauling & Disposal Contract	6,820,210	7,025,115	7,235,868	7,452,945	7,676,533	7,906,829
<b>Total Operating Expenses</b>	<b>\$ 38,223,697</b>	<b>\$ 39,353,672</b>	<b>\$ 40,452,939</b>	<b>\$ 41,583,165</b>	<b>\$ 42,745,227</b>	<b>\$ 43,940,030</b>
<b>Capital Improvements / Equipment Replacement</b>	<b>\$ 3,691,127</b>	<b>\$ 3,500,000</b>	<b>\$ 3,500,000</b>	<b>\$ 3,500,000</b>	<b>\$ 3,500,000</b>	<b>\$ 3,500,000</b>
<b>Landfill Expansion / Closure</b>	<b>\$ 4,338,750</b>	<b>\$ 4,338,750</b>	<b>\$ 4,338,750</b>	<b>\$ 4,338,750</b>	<b>\$ 4,338,750</b>	<b>\$ 4,338,750</b>
<b>Landfill Flyover</b>	<b>\$ 1,904,400</b>	<b>\$ 2,856,600</b>	<b>\$ 3,808,800</b>	<b>\$ 4,284,900</b>	<b>\$ 4,761,000</b>	<b>\$ 4,761,100</b>
<b>Total Expenses</b>	<b>\$ 48,157,974</b>	<b>\$ 50,049,022</b>	<b>\$ 52,100,489</b>	<b>\$ 53,706,815</b>	<b>\$ 55,344,977</b>	<b>\$ 56,539,880</b>
<b>Net Revenues / (Expense)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Appendix

### IN THIS SECTION:

- Full Time Equivalent Employees by Cost Center
- Full Time Equivalent by Position
- Financial Policies
- Pay Plan
- Historical Tonnage Received at Transfer Stations
- Historical Summary of Fees and Charges

Southeastern Public Service Authority (SPSA)							
Full Time Equivalent Employees by Cost Center							
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	# Change	% Change
<b><u>Administration</u></b>							
Accounting	2.2	2.25	3.25	3	3	0	0.0%
Executive Offices	2.2	4.25	3.25	3	3	0	0.0%
Human Resources	1.2	1.75	1.75	1.6	1	-0.6	-37.5%
Purchasing	1.2	0	0	0	0	0	N/A
Information Technology	<u>2.2</u>	<u>2.25</u>	<u>2.25</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0.0%</u>
	9.0	10.5	10.5	9.6	9.0	-0.6	-14.3%
<b><u>Environmental</u></b>							
Environmental Management	6	6	6	7	7	0	16.7%
<b><u>Operations</u></b>							
Safety	2	2	2	2	2	0	0.0%
Regional Landfill	14.5	15.5	19.5	14.5	13.5	-1	-6.9%
Tire Shredder	3	3	3	3	3	0	0.0%
Fleet Maintenance	16	17	13	12	12	0	0.0%
Fleet Maintenance - Regional Landfill	0	0	0	4	4	0	0.0%
Transportation	35.5	31.5	31.5	31.0	31.0	0	0.0%
Chesapeake Transfer Station	6.07	6.07	6.14	7.00	7.00	0	0.0%
Franklin Transfer Station	3.57	3.57	3.64	3.50	3.50	0	0.0%
Isle of Wight Transfer Station	3.57	3.57	3.64	3.50	3.50	0	0.0%
Landstown Transfer Station	9.08	9.08	9.15	9.00	9.00	0	0.0%
Norfolk Transfer Station	10.08	7.08	7.15	7.00	7.00	0	0.0%
Oceana Transfer Station	5.07	5.07	5.14	5.00	5.00	0	0.0%
Suffolk Transfer Station	5.07	5.07	5.14	5.00	5.00	0	0.0%
Scalehouse Operations	11.25	11.25	13.00	13.00	13.00	0	0.0%
	124.8	119.8	122.0	119.5	118.5	-1.00	-2.9%
<b>Total</b>	<b>139.75</b>	<b>136.25</b>	<b>138.50</b>	<b>136.10</b>	<b>134.50</b>	<b>-1.60</b>	<b>-2.9%</b>

<b>Southeastern Public Service Authority (SPSA)</b>					
<b>Full Time Equivalent Positions</b>					
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
Accounting Manager	0	0	1	1	1
Accounting Specialist	1	1	1	1	1
Administrative Coordinator	1	1	1	0	0
Applications Administrator	0	0	1	1	1
Assistant Landfill & Environmental Manager	1	1	1	1	1
Assistant Risk & Safety Manager	1	1	1	1	1
Budget Analyst	0	1	0	0	0
Deputy Executive Director and Chief Financial Officer	1	0	0	0	0
Deputy Executive Director	0	1	1	1	1
Director of Environmental & Landfill Management	1	0	0	0	0
Environmental Specialist	1	1	1	1	1
Environmental Technician	3	3	3	4	4
Equipment Mechanic	6	6	7	6	6
Executive Director	1	1	1	1	1
Executive Administrator	0	0	0	1	1
Field Service Mechanic	1	0	0	0	0
Financial Support	0	1	0	0	0
Financial Support and Scalehouse Administrator	1	1	1	1	1
Fleet Management Coordinator	0	0	0	1	1
Fleet Manager	0	0	1	1	1
Fleet Support Specialist	1	1	1	1	1
Heavy Equipment Manager	0	0	1	1	1
Heavy Equipment Operator	22	23.5	26.5	25.5	26.5
Heavy Equipment Operator, Senior	16	16	14	15	14
Human Resources Generalist	1	1	1	1	1
Human Resources Assistant	0	0.5	0.5	0.6	0
Information Technology Manager	1	1	0	0	0
Information Technology Support Specialist	1	1	0	0	0
Landfill & Environmental Compliance Specialist	1	1	1	1	1
Landfill & Environmental Manager	1	1	1	1	1
Landfill & Environmental Support Specialist	0	0	1	1	1
Landfill Supervisor	1	1	1	1	1
Lead Equipment Mechanic	2	3	2	2	2
Lead Scale Attendant	2	2	2	2	2
Lead Transfer Vehicle Operator	2	2	1	1	1
Network Administrator	0	0	1	1	1
Preventive Maintenance Mechanic	0	0	0	1	1
Purchasing Administrator	1	0	0	0	0
Procurement Specialist	0	0	1	0	0
Risk and Safety Manager	1	1	1	1	1
Scale Attendant	9.25	9.25	11	11	11
Solid Waste Assistant	12.5	11	9	8	7
Storeroom Keeper	1	1	1	1	1
Storeroom Supervisor	1	1	0	0	0
Superintendent Of Transfer Stations & Transportation	1	1	0	0	0
Tire Mechanic	1	1	1	0	0
Tire Shredder Supervisor	0	0	1	1	1
Transfer Station Manager	0	0	1	0	0
Transfer Station Supervisor	6	6	6	6	6
Transfer Vehicle Operator	32	28	29.5	29	29
Transportation Operations Manager	1	1	1	1	1
Vehicle and Equipment Maintenance Superintendent	1	1	0	0	0
Vehicle and Equipment Maintenance Supervisor	1	1	0	0	0
Welder	1	1	1	1	1
<b>Total</b>	<b>139.8</b>	<b>136.3</b>	<b>138.5</b>	<b>136.1</b>	<b>134.5</b>

**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:

	<b>Maximum percentage</b>
U.S. government obligations	100%
Federal agency or government sponsored enterprise obligations	50
Registered money market mutual funds	100
State of Virginia Local Government Investment Pool (LGIP)	75
Repurchase agreements	50
Bankers' acceptances	40
Commercial paper	35
Negotiable certificates of deposit/bank notes	20
Bank deposits	25
Corporate notes	15

Further, the combined amount of bankers' acceptances, commercial paper, negotiable certificates of deposit/bank notes and corporate notes may not exceed fifty percent (50%) of the total book value of the portfolio at the date of acquisition.

### **Credit Risk**

As required by state statute, the Policy requires that commercial paper have a short-term debt rating of no less than "A-1" (or its equivalent) from at least two of the following; Moody's Investors Service, Standard & Poor's and Fitch's Investors Service. Corporate notes, negotiable Certificates of Deposit and bank deposit notes maturing in less than one year must have a short-term debt rating of at least "A-1" by Standard & Poor's and "P-1" by Moody's Investors Service. Notes having a maturity of greater than one year must be rated at least "AA" by Standard & Poor's and "Aa" by Moody's Investors Service.

Although state statute does not impose credit standards on repurchase agreement counterparties, bankers' acceptances or money market mutual funds, SPSA has established certain credit standards for these investments to minimize portfolio risk.

### **Concentration of Credit Risk**

The Policy establishes limitations on portfolio composition by issuer in order to control concentration of credit risk. SPSA's policy limits the amount that may be invested in the securities of a single issuer to 5% of the portfolio with the following exceptions:

U.S. Treasury	100% maximum
Each registered money market mutual fund	100% maximum
State of Virginia LGIP	75% maximum
Each federal agency or government sponsored enterprise obligation	50% maximum
Each repurchase agreement counterparty	25% maximum
Each bank depository	25% maximum

**Interest Rate Risk**

As a means of limiting exposure to fair value losses arising from rising interest rates, SPSA's Policy limits the investment of operating funds to investments with a stated maturity of no more than five years from the date of purchase. The average maturity of the investment portfolio may not exceed 24 months.

Reserve funds and other funds with longer term investment horizons may be invested in securities exceeding five (5) years if the maturity of such investment is made to coincide as nearly as practicable with the expected use of funds.

Proceeds from the sale of bonds must be invested in compliance with the specific requirements of the bond covenants and may be invested in securities with longer maturities.

**Custodial Credit Risk**

The Policy requires that all investment securities purchased by SPSA or held as collateral on deposits or investments shall be held by SPSA or by a third-party custodial agent who may not otherwise be counterparty to the investment transaction.



# Southeastern Public Service Authority

## Pay Plan

**Proposed Effective July 1, 2021 (adjusted by 1.5%)**

			Annual		
Job Classification	Status	Grade	Minimum	Midpoint	Maximum
Scale Attendant (Full Time/Part Time)	Non-Exempt	1	\$25,672.72	\$32,090.77	\$38,508.82
Solid Waste Assistant	Non-Exempt	1	\$25,672.72	\$32,090.77	\$38,508.82
Hourly Rate			\$12.3427	\$15.4283	\$18.5139
Environmental Technician	Non-Exempt	2	\$28,239.79	\$35,300.00	\$42,359.68
Lead Scale Attendant	Non-Exempt	2	\$28,239.79	\$35,300.00	\$42,359.68
Hourly Rate			\$13.5768	\$16.9712	\$20.3652
Storeroom Keeper	Non-Exempt	3	\$31,063.82	\$38,829.84	\$46,595.86
Hourly Rate			\$14.9345	\$18.6682	\$22.4019
Landfill & Environmental Support Specialist	Non-Exempt	4	\$34,170.17	\$42,712.98	\$51,255.45
Preventative Maintenance Mechanic	Non-Exempt	4	\$34,170.17	\$42,712.98	\$51,255.45
Hourly Rate			\$16.4280	\$20.5351	\$24.6420
Accounting Specialist	Non-Exempt	5	\$35,890.40	\$44,865.19	\$53,839.98
Heavy Equipment Operator	Non-Exempt	5	\$35,890.40	\$44,865.19	\$53,839.98
			\$17.2550	\$21.5698	\$25.8846
Environmental Specialist	Exempt	6	\$40,112.80	\$50,143.45	\$60,174.10
Fleet Support Specialist	Non-Exempt	6	\$40,112.80	\$50,143.45	\$60,174.10
Heavy Equipment Operator, Senior	Non-Exempt	6	\$40,112.80	\$50,143.45	\$60,174.10
Transfer Vehicle Operator (Full Time/Part Time)	Non-Exempt	6	\$40,112.80	\$50,143.45	\$60,174.10
Hourly Rate			\$19.2850	\$24.1074	\$28.9299
Equipment Mechanic	Non-Exempt	7	\$50,668.80	\$63,339.17	\$76,009.27
Lead Transfer Vehicle Operator	Non-Exempt	7	\$50,668.80	\$63,339.17	\$76,009.27
Welder	Non-Exempt	7	\$50,668.80	\$63,339.17	\$76,009.27
Landfill and Environmental Compliance Specialist	Exempt	7	\$50,668.80	\$63,339.17	\$76,009.27
Tire Shredder Supervisor	Exempt	7	\$50,668.80	\$63,339.17	\$76,009.27
Hourly Rate			\$24.3600	\$30.4515	\$36.5429
Lead Equipment Mechanic	Non-Exempt	8	\$54,215.62	\$67,772.95	\$81,330.02
Assistant Safety & Risk Assistant Manager	Exempt	8	\$54,215.62	\$67,772.95	\$81,330.02
Hourly Rate			\$26.0652	\$32.5831	\$39.1010
Executive Administrator	Exempt	9	\$58,552.86	\$74,550.12	\$87,836.45
Financial Support & Scalehouse Administrator	Exempt	9	\$58,552.86	\$74,550.12	\$87,836.45
Fleet Management Coordinator	Exempt	9	\$58,552.86	\$74,550.12	\$87,836.45
Human Resources Generalist	Exempt	9	\$58,552.86	\$74,550.12	\$87,836.45
Landfill Supervisor	Exempt	9	\$58,552.86	\$74,550.12	\$87,836.45
Safety & Risk Manager	Exempt	9	\$58,552.86	\$74,550.12	\$87,836.45
Transfer Station Supervisor	Exempt	9	\$58,552.86	\$74,550.12	\$87,836.45
Applications Administrator	Exempt	10	\$64,408.15	\$82,005.12	\$96,620.09
Fleet Manager	Exempt	10	\$64,408.15	\$82,005.12	\$96,620.09
Heavy Equipment Manager	Exempt	10	\$64,408.15	\$82,005.12	\$96,620.09
Landfill & Environmental Assistant Manager	Exempt	10	\$64,408.15	\$82,005.12	\$96,620.09
Network Administrator	Exempt	10	\$64,408.15	\$82,005.12	\$96,620.09
Transfer Station Manager	Exempt	10	\$64,408.15	\$82,005.12	\$96,620.09
Transportation Operations Manager	Exempt	10	\$64,408.15	\$82,005.12	\$96,620.09
Accounting Manager	Exempt	11	\$80,510.19	\$100,642.65	\$120,775.11
Landfill & Environmental Manager	Exempt	11	\$80,510.19	\$100,642.65	\$120,775.11
Deputy Executive Director	Exempt	12	\$128,816.30	\$161,028.24	\$193,240.18

**TONNAGES BY FACILITY**

**FY 2016 - 2020**

WASTE TYPE	CHESAPEAKE TRANSFER STATION					FRANKLIN TRANSFER STATION				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
CHESAPEAKE	80,372	78,689	76,867	86,213	87,622	0	0	0	0	0
FRANKLIN	0	0	0	0	0	2,592	2,690	2,698	2,731	3,021
ISLE OF WIGHT	0	0	0	0	0	1,736	1,602	1,427	1,210	1,202
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	7,824	8,083	8,285	9,880	9,001
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	3,867	4,759	3,744	3,829	3,622	0	0	0	0	0
RESIDENTS	1,714	2,042	2,812	3,084	3,413	357	346	360	321	384
OTHER	0	0	0	0	0	8	5	1	0	0
TOTAL MUNICIPAL WASTE	85,953	85,490	83,423	93,126	94,656	12,516	12,725	12,770	14,142	13,608
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	32	8	0	237	51	0	0	0	0	0
COMMERCIAL WASTE	49,653	51,554	39,306	36,919	29,785	9,244	9,092	8,196	8,021	8,147
TOTAL NON-MUNICIPAL WASTE	49,685	51,563	39,306	37,156	29,836	9,244	9,092	8,196	8,021	8,147
GRAND TOTAL	135,637	137,053	122,729	130,282	124,492	21,760	21,817	20,966	22,162	21,755

WASTE TYPE	ISLE OF WIGHT TRANSFER STATION					LANDSTOWN TRANSFER STATION				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
CHESAPEAKE	0	0	0	0	0	176	176	16	0	22
FRANKLIN	0	0	0	0	0	0	0	0	0	0
ISLE OF WIGHT	14,777	13,579	15,457	15,200	14,692	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	562	510	626	730	774	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	94,728	92,319	97,697	102,935
RESIDENTS	855	967	656	757	1,073	2,285	2,285	2,562	3,535	5,666
OTHER	5	2	21	0	0	0	0	0	0	0
TOTAL MUNICIPAL WASTE	16,198	15,058	16,759	16,687	16,540	97,189	97,189	94,897	101,233	108,623
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	0	0	0	0	0	1,856	1,856	1,765	1,520	1,297
COMMERCIAL WASTE	7,732	5,189	3,567	2,369	2,163	64,585	64,585	51,034	39,769	37,896
TOTAL NON-MUNICIPAL WASTE	7,732	5,189	3,567	2,369	2,163	66,441	66,441	52,799	41,289	39,193
GRAND TOTAL	23,930	20,247	20,326	19,056	18,703	163,630	163,630	147,696	142,522	147,816

WASTE TYPE	NORFOLK TRANSFER STATION					OCEANA TRANSFER STATION				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
CHESAPEAKE	4,051	2,723	2,151	2,431	2,734	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	66,174	59,066	62,587	86,357	88,119	0	0	0	0	0
PORTSMOUTH	0	0	228	45	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	5,452	9,875	3,881	3,611	3,934	26,211	26,897	27,539	29,969	31,233
RESIDENTS	2,186	2,121	2,773	3,501	3,874	0	0	0	0	0
OTHER	67	51	78	0	0	0	0	0	0	0
TOTAL MUNICIPAL WASTE	77,930	73,836	71,698	95,945	98,662	26,211	26,897	27,539	29,969	31,233
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	14,479	14,836	15,226	13,774	11,991	2,359	2,291	2,577	3,908	4,198
COMMERCIAL WASTE	103,566	107,667	75,774	46,014	44,820	46,166	47,109	39,921	39,773	36,850
TOTAL NON-MUNICIPAL WASTE	118,046	122,503	91,000	59,787	56,811	48,525	49,401	42,498	43,681	41,048
GRAND TOTAL	195,975	196,339	162,697	155,733	155,473	74,736	76,298	70,037	73,650	72,280

WASTE TYPE	SUFFOLK TRANSFER STATION					RDF PLANT (NON-SPSA LOCATION)				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2016	FY 2017	FY 2018*	FY 2019	FY 2020
CHESAPEAKE	6,417	7,849	8,809	8,333	7,795	3,081	1,482	3,053	3,794	7,892
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	32	789	1,251	201	58	29,057	29,234	31,290	38,961	42,393
SOUTHAMPTON	0	0	0	0	0	0	0	0	0	0
SUFFOLK	38,296	39,885	37,056	39,344	42,312	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	0	0	0	0	0
RESIDENTS	3,088	3,312	4,548	5,865	7,671	208	152	0	0	0
OTHER	38	75	106	0	0	42	36	23	0	0
TOTAL MUNICIPAL WASTE	47,870	51,909	51,770	53,743	57,836	32,388	30,904	34,366	42,754	50,284
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	38	422	256	88	30	6,018	4,937	6,691	6,381	7,170
COMMERCIAL WASTE	17,192	18,276	14,741	10,254	10,676	103,937	105,953	52,269	0	0
TOTAL NON-MUNICIPAL WASTE	17,231	18,698	14,997	10,341	10,706	109,955	110,889	58,960	6,381	7,170
GRAND TOTAL	65,101	70,607	66,767	64,084	68,542	142,343	141,794	93,326	49,135	57,454

WASTE TYPE	REGIONAL LANDFILL					GRAND TOTAL				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
CHESAPEAKE	12	6	0	2	127	94,109	90,926	90,896	100,772	106,192
FRANKLIN	0	0	0			2,592	2,690	2,698	2,731	3,021
ISLE OF WIGHT	0	0	0			16,513	15,180	16,883	16,410	15,894
NORFOLK	4,685	4,782	5,586	6,040	4,725	70,859	63,847	68,173	92,397	92,844
PORTSMOUTH	0	0	0		13	29,089	30,023	32,769	39,207	42,463
SOUTHAMPTON	0	0	0			8,385	8,593	8,910	10,610	9,775
SUFFOLK	2,475	5,905	3,922	190	645	40,770	45,789	40,978	39,534	42,957
VIRGINIA BEACH	0	0	0			130,257	136,260	127,483	135,106	141,724
RESIDENTS	0	0	0			10,692	11,223	13,711	17,064	22,082
OTHER	589	719	682	674	786	749	888	910	674	786
TOTAL MUNICIPAL WASTE	7,761	11,412	10,190	6,906	6,296	404,015	405,420	403,412	454,505	477,738
OTHER WASTE	181,187	69,938	65,567	86,195	184,030	181,187	69,938	65,567	86,195	184,030
ASH	177,492	174,420	179,361	166,975	171,497	177,492	174,420	179,361	166,975	171,497
NAVY WASTE	87	149	154	358	238	24,869	24,500	26,668	26,265	24,975
COMMERCIAL WASTE	1,386	2,204	2,089	597	649	403,461	411,630	286,898	183,715	170,987
TOTAL NON-MUNICIPAL WASTE	360,152	246,711	247,171	254,125	356,414	787,009	680,488	558,494	463,151	551,489
GRAND TOTAL	367,912	258,123	257,361	261,031	362,710	1,191,024	1,085,909	961,906	917,656	1,029,226

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.

<b>Southeastern Public Service Authority (SPSA)</b>					
<b>Historical Summary of Fees and Charges</b>					
<b>Waste Type</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
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
Campters/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.					