



FY 2017 – 18

Operating & Capital Budgets

Updated January 1, 2018

Southeastern Public Service Authority

723 Woodlake Drive

Chesapeake, Virginia 23320

757.420.4700

Website: spsa.com

Southeastern Public Service Authority

Board of Directors

Appointed by Governor

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City of Franklin	Ms. Sharyl 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
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City of Norfolk	Mr. Richard Broad
City of Portsmouth	Vacant
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Isle of Wight County	Mr. Mark Popovich, Esquire
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City of Portsmouth	Ms. Erin K. Trimyer, P.E.
Southampton County	Vacant
City of Suffolk	Mr. D. Scott Mills
City of Virginia Beach	Vacant

Executive Staff

Liesl R. DeVary, Executive Director

How to Use the Budget Document

This document represents the Authority's fiscal year budget covering the period July 1, 2017 through June 30, 2018. 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.

Appendix

This section includes a detail debt service schedule, 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

Southeastern Public Service Authority

(757) 420-4700

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Introduction

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- 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, 2017 in a "balanced" format. The budgets have been updated to reflect the changes in the tip fee schedule, the extension to the Wheelabrator Service Agreement and the revenue associated with commercial waste delivered to SPSA Transfer Stations all of which are effective January 25, 2018.

- Total Budget: \$44,958,256;
- Decreased 3% or approximately \$1,371,179 explained in more detail below;
- The municipal tipping fee will be reduced from \$125 per ton to \$65 per ton effective January 25, 2018; and,
- New Use & Support Agreements with member localities become effective January 25, 2018.

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 approximately 139.75 full time equivalent (FTE) positions.

Revenues

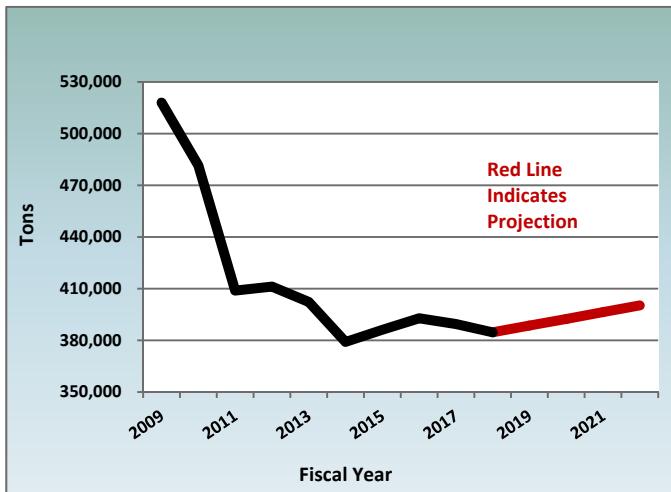
Tipping Fees are the primary source of revenue in the amount of \$42,407,666 or approximately 94% of the total budget. The tipping fees are comprised of municipal waste, waste received from the Navy, construction and demolition debris, other types of waste such as sludge, soils, fines etc., contract waste, non-contract waste and fees for ash disposal. Total municipal tipping fees are projected at \$35.6 million as compared to the \$42.85 million budgeted in fiscal year 2016, a decrease of approximately \$7.1 million. The decrease in municipal tipping fees is due to the reduction in the municipal tip fee, from \$125 per ton to \$65 per ton, on January 25, 2018 when the new Use & Support Agreements with each member locality become effective. The reduction in the tip fee is directly related to SPSA becoming debt free, reductions in projected expenses associated with the leachate management system and significant changes to the Service Agreement with Wheelabrator Portsmouth, Inc. (WPI).

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-three years in business, a comparable tipping fee, or similar network of operation, has yet to be found which SPSA can be compared. SPSA's "gate rate" at its landfill is \$75 per ton.

SPSA will continue to receive commercial waste at the transfer stations; however, the revenue associated with such waste is invoiced and received by WPI through January 24, 2018. SPSA transports the commercial processible waste to the refuse derived fuel plant in Portsmouth and in turn receives a hauling fee in the form of a credit against WPI's monthly invoice. Effective January 25, 2018, all commercial waste received at the transfer stations will be invoiced and received by SPSA. SPSA bid and negotiated a second contract with Wheelabrator Portsmouth to be responsible for hauling a portion of the waste from the transfer stations to the WPI facility for disposal.

Municipal Tonnages projected in fiscal year 2018 represent a decrease of 4,840 tons or 1.2% less than the total amount projected to be received in fiscal year 2017. The decline is mostly a conservative estimate and projects a decline in waste received from Suffolk contractors as a result of the expiration of the current Use and Support Agreement in which Suffolk Contractors are permitted to dispose of waste at the regional landfill free of charge. The adjacent graph illustrates that municipal tonnages have decreased nearly 25% or 128,472 tons since fiscal year 2009. We attribute this decline primarily due to the increase in recycling programs, municipal yard waste being disposed of elsewhere and a slowed economy.

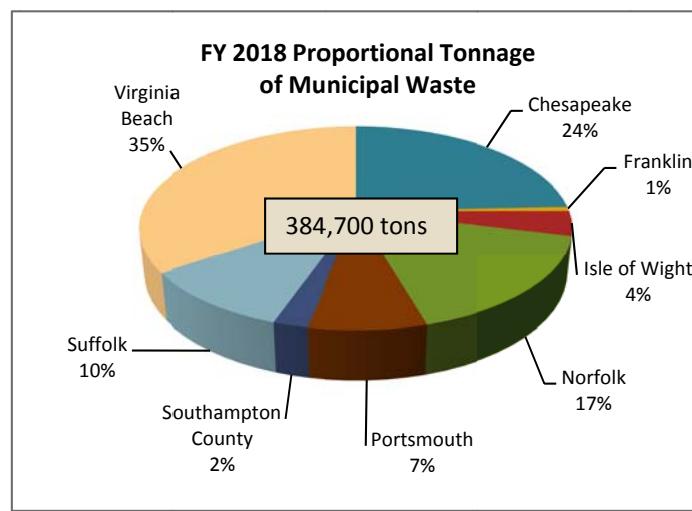


Charges for Environmental Services include the fees charged for the disposal of tires, household hazardous waste and white goods.

Landfill Gas Royalties reflect a 26% decline. At this time, we are not aware of any arrangements that may increase this revenue stream.

Navy Waste disposal contract was renewed August 30, 2013 for 1 year with 3.42 option years. The partial option year was designed to coincide with the expiration of the municipal Use and Support Agreements which expire January 24, 2018, however, the Navy contract has been extended through August 30, 2018. Currently the Navy pays \$44.62 per ton for the disposal of processible waste and \$69.56 per ton for non-processible waste delivered directly to the regional landfill.

Municipal Tipping Fee calculation is somewhat complicated because not all the member communities pay the same rate. The rate that each member community must pay is calculated pursuant to their respective Use and Support Agreement with SPSA. Chesapeake, Franklin, Isle of Wight, Norfolk, Portsmouth, Southampton and Va. Beach pay the same rate. Suffolk pays zero because it hosts the Regional Landfill.

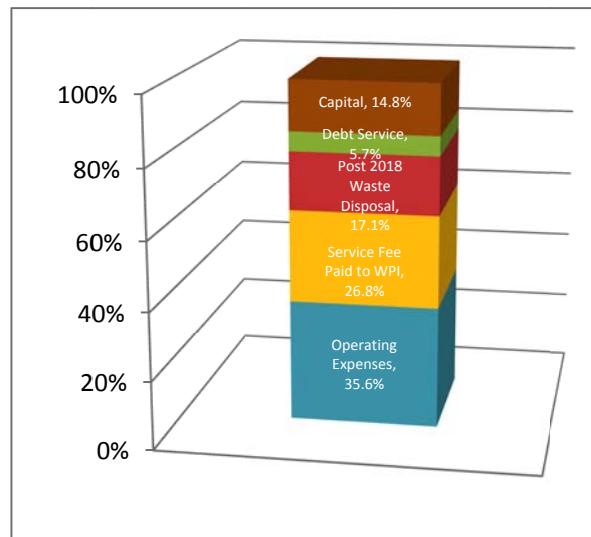


As such, the total system costs are distributed over a smaller waste quantity base, which results in higher tipping fees for the member communities than would otherwise be the case if the total revenues needed were distributed over the entire municipal solid waste base. Accordingly, the tipping fee paid by seven of the member communities 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 seven paying member communities resulting in a per ton tipping fee. In the fiscal year 2018 budget, the majority of SPSA's revenue falls upon approximately 345,700 tons of the total municipal waste stream of 384,700.

Effective January 25, 2018 under the new Use and Support Agreement, Suffolk will pay the same rate as other members.

Expenses

The expenses are categorized into five major areas: operating expenses, Service Fee to Wheelabrator, post 2018 waste disposal, capital improvements and equipment replacement and debt service. Total operating expenses represent approximately 35.6% of the total budget and reflect an increase of approximately 10% or \$1.4 million as compared to the fiscal year 2017 budget. The increase is primarily for costs associated with improvements to the leachate system at the landfill.



Personnel costs represent 20.4% of the total budget and 57% of the total operating expenses. The FY 2018 budget includes a 3% cost of living increase for employees and a net decrease in staff of 4 full time equivalents (FTE). The net decrease includes an increase of 3 FTEs at the landfill, a decrease of 5 FTEs for vacant transfer vehicle operators and a decrease of 2 FTEs for vacant positions at the transfer stations. The budget to budget net increase in employee wages is approximately \$217,835.

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 2018 renewal rates reflect a 20% increase in rates or approximately \$288,000 of which approximately \$50,000 will be passed on to the employee through an increase in the employee contribution in the corresponding level of coverage.

Insurance for workers compensation includes a decrease in the premium cost of approximately 11% resulting in a budget to budget decrease of approximately \$22,300. The employer contribution rate for participation in the Virginia Retirement System (VRS) is unchanged from 1.55% of salary and the Group Life Insurance is unchanged from 1.31% of salary. Overtime costs are projected to increase by approximately \$146,750 primarily for transportation and landfill staff. Overall, the total budget for employee salaries and benefits reflects a net increase of \$473,009 as compared to the fiscal year 2017 budget. A summary of positions by cost center is illustrated in the Appendix.

Professional and Contracted Services reflect a 22% increase or \$649,354 from the prior fiscal year primarily for leachate system improvements at the landfill and payment of a \$4 per ton host fee to the City of Suffolk for waste disposed in the landfill effective January 25, 2018.

Other Operating Expenses reflect a net increase of 25% or \$238,079 primarily for treatment costs of leachate.

Materials and Supplies reflect a net increase of approximately \$50,972 primarily for the cost of fuel which is budgeted at \$2.8 per gallon and the cost of tires.

Service Fee Paid to WPI budget includes two components: the service fee applicable from July 1, 2017 to January 24, 2018 and the service fee payable pursuant to Addendum 6 of the Service Agreement which is effective January 25, 2018.

Debt. As of July 1, 2017, SPSA's total debt outstanding will be approximately \$2.6 million. The remaining debt consists of debt originally issued by the Virginia Resources Authority (VRA) and proportionately guaranteed by all eight (8) member jurisdictions with a final maturity date of November 2017.

Capital Improvements / Equipment Replacement. The fiscal year 2018 capital improvements/equipment replacement budget reflects an increase of approximately \$5.1 million as compared to the prior fiscal year. The largest component and increase is attributable to leachate system improvements at the landfill.

The general approach taken over the past seven 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. Beginning in fiscal year 2018, the replacement of municipal waste tractors and trailers is scheduled with the purchase of 8 tractors each over the next three years. A detailed projected multi-year capital improvement and equipment replacement plan is located in a separate section of this document.

Budget Highlights

The budget includes the following:

- Maintains the municipal tipping fee at \$125 per ton through January 24, 2018 with a reduction to \$65 per ton effective January 25, 2018;
- New Use & Support Agreements with member localities become effective January 25, 2018;
- A 3% pay increase for employees;
- 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 insure 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.

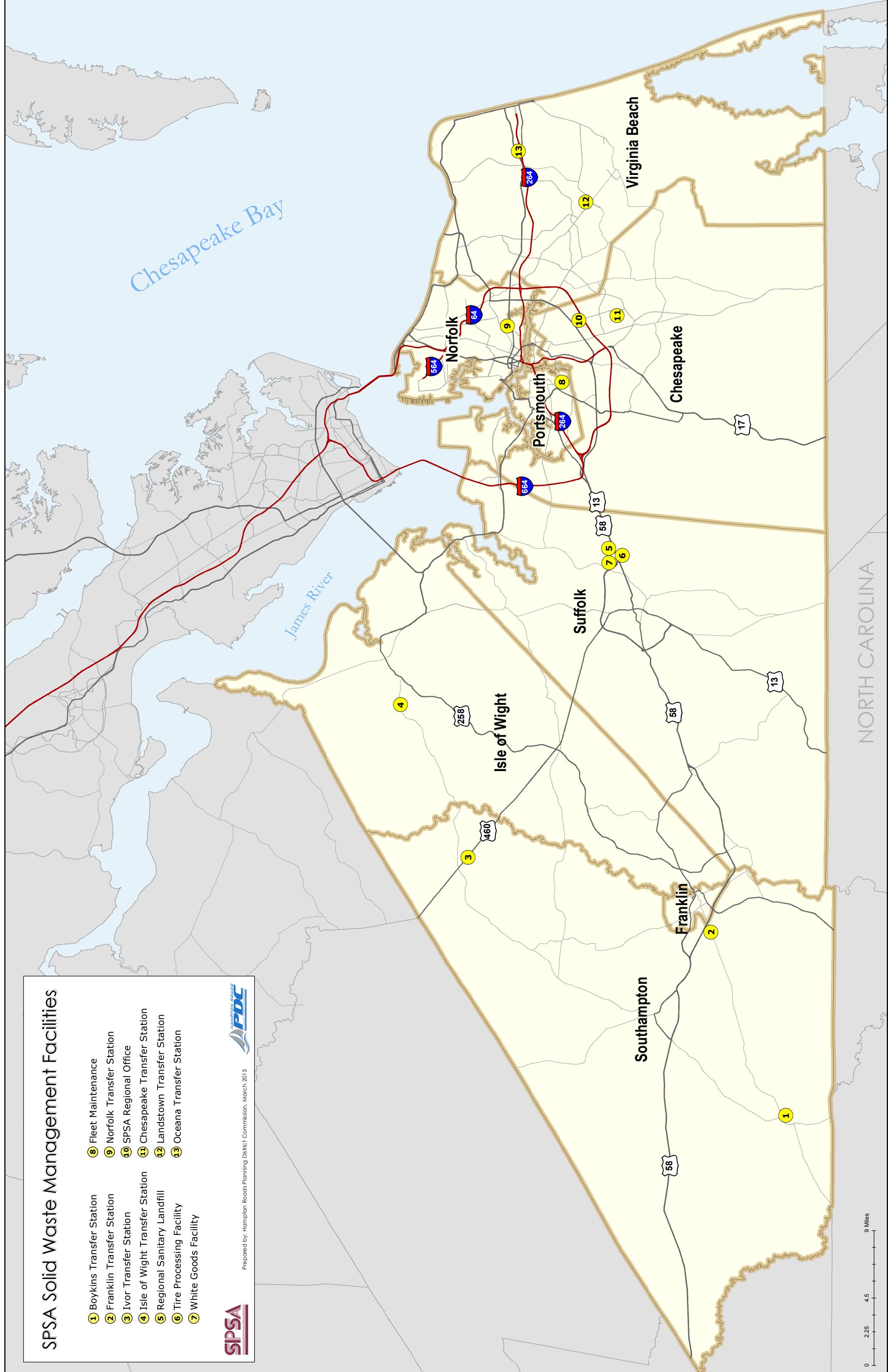
In the fall of 2014, the Authority issued a Request for Proposal (RFP) for alternate methods of waste disposal for post 2018. The Authority received 3 responses and began negotiations with each of the proposers. In May 2016, the Authority executed a Waste Disposal Agreement with RePower South where it 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. The Authority plans to issue a new request for proposals for waste disposal services expected to begin in 2019.

SPSA Solid Waste Management Facilities

- ① Boykins Transfer Station
- ② Franklin Transfer Station
- ③ Ivor Transfer Station
- ④ Isle of Wight Transfer Station
- ⑤ Regional Sanitary Landfill
- ⑥ Tire Processing Facility
- ⑦ White Goods Facility
- ⑧ Fleet Maintenance
- ⑨ Norfolk Transfer Station
- ⑩ SPSA Regional Office
- ⑪ Chesapeake Transfer Station
- ⑫ Landstown Transfer Station
- ⑬ Oceana Transfer Station



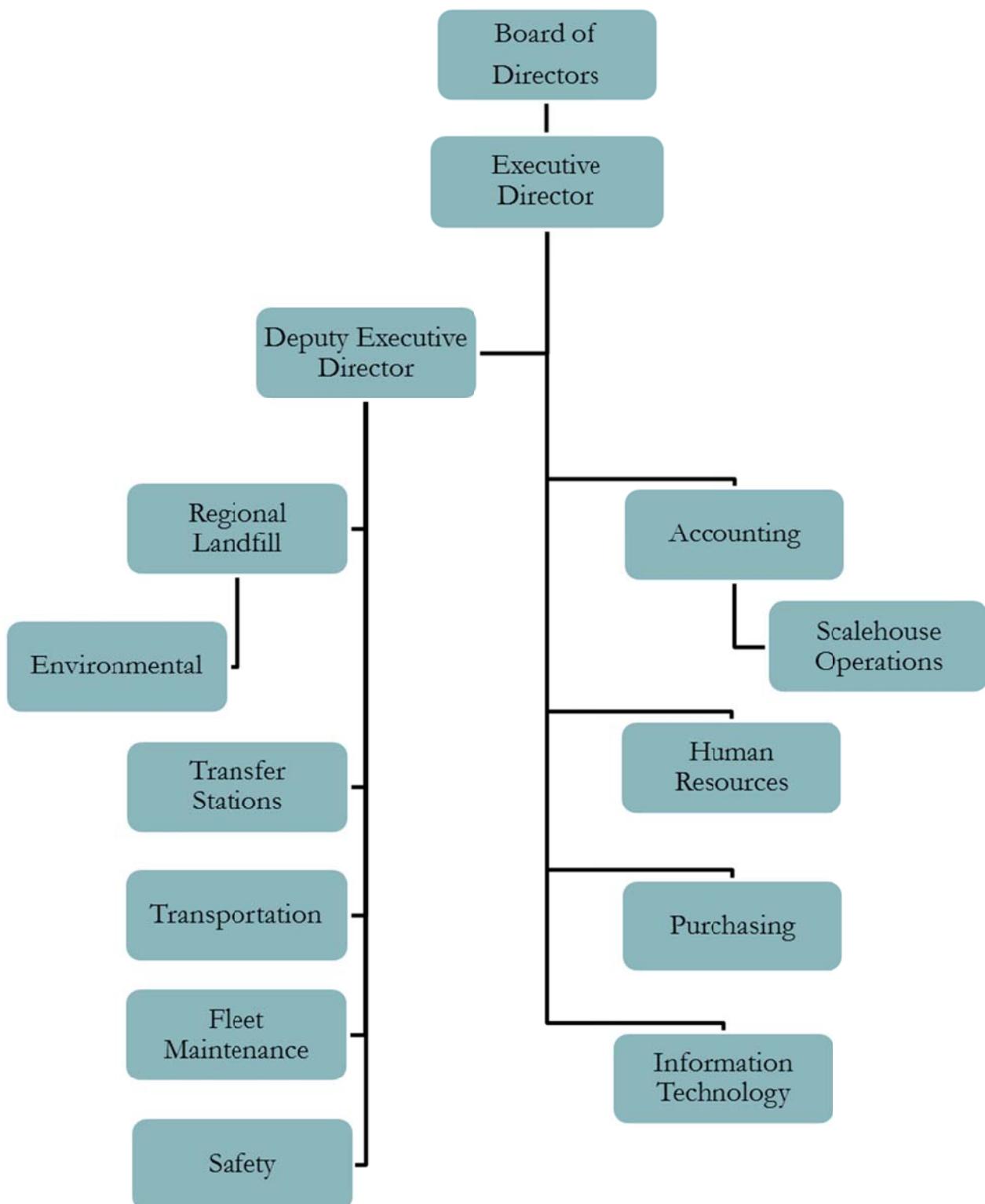
Prepared by: Hampton Roads Planning District Commission, March 2015



Budget Calendar

December 28, 2016	Budget Requests Distributed to Departments
January 18, 2017	Budget Requests Due to Administration
January 19 - March 31, 2017	Budget Discussions with Leadership Team
April 26, 2017	Present Proposed Budget to Board of Directors Set Date for Public Hearing on Fees and Charges
May 24, 2017	Public Hearing on Fees and Charges
May 24, 2017	Adoption of Operating & Capital Budgets

SPSA ORGANIZATIONAL CHART



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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 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% of Total
Tipping Fees	\$ 42,457,588	\$ 44,895,487	\$ 45,871,984	\$ 42,407,666	-6%	94%
Charges for Environmental Services (See Footnote 1)	582,238	557,000	611,240	557,000	0%	1%
Landfill Gas Recovery	365,488	450,000	319,202	335,000	-26%	1%
Miscellaneous Income (See Footnote 2)	607,868	246,948	490,276	639,390	159%	1%
Interest Earnings	196,976	180,000	218,594	180,000	0%	0%
Transfer from Tip Fee Stabilization Fund	204,602	-	3,121,150	-	N/A	0%
Fund Balance for Capital / Operating	<u>777,264</u>	<u>-</u>	<u>-</u>	<u>839,200</u>	<u>N/A</u>	<u>2%</u>
Total Revenue	\$ 45,192,025	\$ 46,329,435	\$ 50,632,447	\$ 44,958,256	-3.0%	100%
Expenses:	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% of Total
Operating Expenses	\$ 13,572,562	\$ 14,603,766	\$ 14,713,333	\$ 16,015,180	9.7%	35.6%
Other Contractual Expenses	19,470,892	19,451,900	18,589,450	19,732,893	1%	43.9%
Va. Beach Ash & Residue Agreement	855,971	-	-	-	N/A	
Service Fee to Wheelabrator	18,614,921	19,451,900	18,589,450	12,037,643	-38%	
Service Fee to Wheelabrator Addendum 6	-	-	-	5,931,250	N/A	
Waste Hauling & Disposal Agreement	-	-	-	1,764,000	N/A	
Capital Improvements / Equipment Replacement	2,186,231	1,532,792	1,168,611	6,645,906	334%	14.8%
Debt Service	9,952,340	10,735,977	10,735,980	2,559,277	-76%	5.7%
Deposit to Trust Funds	10,000	5,000	5,000	5,000	0%	0.0%
Tip Fee Stabilization Credit to Localities	-	-	3,121,150	-	N/A	0.0%
Total Expenses	\$ 45,192,025	\$ 46,329,435	\$ 48,333,524	\$ 44,958,256	-3.0%	100%
Net Revenue / (Expense)	\$ (0)	\$ -	\$ 2,298,923	\$ -		
Footnotes:						
1	Charges for Environmental Services includes fees for 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.					

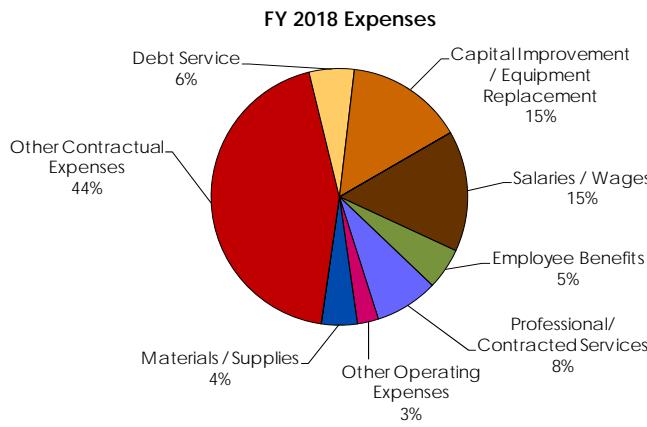
Southeastern Public Service Authority (SPSA) Summary of Expenses by Cost Center							
Cost Center	Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
110	Accounting Department	\$ 204,704	\$ 207,638	\$ 228,184	\$ 229,454	11%	1%
120	Executive Offices	1,119,811	920,932	755,952	842,445	-9%	2%
130	Human Resources	134,634	181,962	139,964	161,549	-11%	0%
140	Purchasing Department	23,940	103,599	23,614	103,140	0%	0%
150	Regional Office Building	84,104	79,791	88,539	80,624	1%	0%
160	Information Technology	359,440	359,286	343,817	369,780	3%	1%
200	Environmental Management	348,230	359,105	389,900	393,727	10%	1%
210	Household Hazardous Waste Program	36,613	54,233	52,202	55,055	2%	0%
220	White Goods Program at Regional Landfill	-	-	-	-	N/A	0%
300	Operations Center	100,096	112,475	97,570	112,124	0%	0%
310	Safety	172,427	174,989	175,787	180,337	3%	0%
320	Regional Landfill	1,935,473	2,014,769	3,104,459	3,272,348	62%	7%
330	Tire Shredder	213,662	234,981	138,974	222,796	-5%	0%
340	Fleet Maintenance	1,288,148	1,315,686	1,335,406	1,360,848	3%	3%
350	Transportation	3,170,114	3,697,278	3,290,170	3,679,876	0%	8%
361	Boykins Convenience Center	17,453	21,452	23,220	21,792	2%	0%
362	Chesapeake Transfer Station	517,682	588,820	583,259	584,392	-1%	1%
363	Franklin Transfer Station	258,658	292,300	219,535	270,974	-7%	1%
364	Isle of Wight Transfer Station	232,165	284,119	265,334	289,908	2%	1%
365	Ivor Convenience Center	12,841	19,428	13,907	19,749	2%	0%
366	Landstown Transfer Station	902,558	985,383	946,596	1,092,829	11%	2%
367	Norfolk Transfer Station	1,022,940	1,122,012	1,033,985	1,125,241	0%	3%
368	Oceana Transfer Station	467,302	515,487	478,393	499,023	-3%	1%
369	Suffolk Transfer Station	445,701	480,272	442,425	478,328	0%	1%
370	Scalehouse Operations	503,866	477,769	542,141	568,841	19%	1%
900	Other Contractual Expenses	19,470,892	19,451,900	18,589,450	19,732,893	1%	44%
	Va. Beach Ash & Residue Agreement	855,971	-	-	-	N/A	0%
	Service Fee to Wheelabrator	18,614,921	19,451,900	18,589,450	12,037,643	-38%	27%
	Service Fee to Wheelabrator Addendum 6	-	-	-	5,931,250	N/A	13%
	Waste Hauling & Disposal Agreement	-	-	-	1,764,000	N/A	4%
900	Capital Improvement / Equipment Replacement	2,186,231	1,532,792	1,168,611	6,645,906	334%	15%
900	Debt Service	9,952,340	10,735,977	10,735,980	2,559,277	-76%	6%
900	Deposit to Trust Funds	10,000	5,000	5,000	5,000	0%	0%
900	Tip Fee Stabilization Credit to Localities	-	-	3,121,150	-	N/A	0%
	Total Expenses	\$ 45,192,025	\$ 46,329,435	\$ 48,333,524	\$ 44,958,256	-3.0%	100%

FY 2018 Expenses

Category	Percentage
Operations	30%
Capital Improvement/Equipment Replacement	15%
Debt Service	6%
Service Fee to Wheelabrator	40%
3rd Party Waste Hauling & Disposal	4%
Administration	4%
Environmental	1%

Please see individual cost center for more information.

Summary of Expenses by Object							
Object	Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
51000	Salaries / Wages	\$ 6,291,439	\$ 6,625,449	\$ 6,556,217	\$ 6,843,284	3%	15.2%
52000	Employee Benefits	2,044,288	2,097,540	1,979,448	2,352,714	12%	5.2%
53000	Professional/Contracted Services	2,936,203	2,930,875	3,755,709	3,580,229	22%	8.0%
	Professional Services	138,496	265,800	111,569	167,200	-37%	
	Engineering Services	201,420	300,000	787,297	365,000	22%	
	Legal Fees	638,345	325,000	311,124	325,000	0%	
	Security Services (landfill only)	89,092	90,500	90,153	92,000	2%	
	Maintenance Agreements	237,596	278,276	174,238	242,804	-13%	
	Equipment Maintenance	986,319	954,700	1,043,540	952,450	0%	
	Building / Site Maintenance	347,991	467,524	366,844	516,011	10%	
	Leachate Maintenance at Landfill	24,773	30,000	491,217	316,427	955%	
	Permits	162,573	71,882	247,998	72,412	1%	
	Uniform Rental	24,320	30,351	24,203	30,033	-1%	
	Other Contracted Services	85,278	116,842	107,525	500,892	329%	
55000	Other Operating Expenses	927,763	958,312	997,054	1,196,391	25%	2.7%
	Utilities	548,743	525,142	587,118	741,617	41%	
	Insurance / Bonding	189,810	223,332	179,761	176,716	-21%	
	Equipment Rental	12,863	13,890	36,766	65,390	371%	
	Travel and Training	7,254	15,195	6,859	14,410	-5%	
	Tolls	144,450	140,938	154,332	157,325	12%	
	Other	24,642	39,815	32,218	40,933	3%	
56000	Materials / Supplies	1,371,621	1,981,790	1,406,188	2,032,762	3%	4.5%
	Truck and Equipment Fuel	484,930	1,024,780	550,065	1,056,440	3%	
	Truck and Equipment Tires	760,859	809,300	739,545	829,300	2%	
	Safety Apparel & Equipment	20,494	28,600	25,081	29,350	3%	
	Other Supplies	105,337	119,110	91,497	117,672	-1%	
58000	Equipment / Furniture	1,248	9,800	18,718	9,800	0%	0.0%
58000	Other Contractual Expenses	19,470,892	19,451,900	18,589,450	19,732,893	1%	43.9%
	Va. Beach Ash & Residue Agreement	855,971	-	-	-	N/A	
	Service Fee to Wheelabrator	18,614,921	19,451,900	18,589,450	12,037,643	-38%	
	Service Fee to Wheelabrator #6	-	-	-	5,931,250	N/A	
	Waste Hauling & Disposal Agreement	-	-	-	1,764,000	N/A	
59000	Debt Service	9,952,340	10,735,977	10,735,980	2,559,277	-76%	5.7%
59000	Capital Improvement / Equipment Replacement	2,186,231	1,532,792	1,168,611	6,645,906	334%	14.8%
59000	Deposit to Trust Funds	10,000	5,000	5,000	5,000	0%	0.0%
59000	Tip Fee Stabilization Credit to Localities	-	-	3,121,150	-	N/A	0.0%
	Total Expenses	\$ 45,192,025	\$ 46,329,435	\$ 48,333,524	\$ 44,958,256	-3.0%	100%





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

Effective January 25, 2018

WASTE DISPOSAL - TRANSFER STATIONS		HOUSEHOLD HAZARDOUS WASTE											
Waste Delivered to All Disposal Points:	Rate	User Fees:	Rate										
Municipal Solid Waste (delivered by or on behalf of any SPSA Member Community directly to a SPSA Transfer Station or directly to the WPI RDF Facility)	\$65 per ton	Rate Per Resident Visit (Billed to SPSA Member Community)	\$36 per visit										
Contract Non-Municipal Customers (minimum 50,000 tpy)	\$49 per ton	Waste Accepted at SPSA's Regional Landfill (from Businesses)	Rate										
Non-Contract Non-Municipal Customers	\$75 per ton	Batteries (lead & rechargeable)	\$60 per ton										
U.S. Navy Waste under contract with SPSA	Per Contract	Alkaline Batteries	\$0.75 / lb.										
Residential Solid Waste Delivered in accordance with Residential Guidelines	No Charge	SPSA reserves the right to reject certain quantities of batteries dependent on storage availability.											
Weighing Charge Per Vehicle, Per Trip	\$20	MISCELLANEOUS											
Regulated Medical Waste is Prohibited at all SPSA Facilities. A Penalty will be charged Per Occurrence of \$250. Plus any Costs Incurred/Revenues Lost		Appliances with CFC Disposed at SPSA's Regional Landfill:	Rate										
		SPSA Member Community or Residents (Billed to SPSA Member Community)	\$15 each										
		Businesses	\$15 each										
		White Goods Containers (Includes rental rate plus haul cost)	\$75 - \$125 per pull										
WASTE DISPOSAL - LANDFILL ONLY													
Waste Delivered to SPSA's Regional Landfill:	Rate	SOILS FOR USE AS ALTERNATIVE DAILY COVER (ADC)											
Municipal Solid Waste Unacceptable at Transfer Stations (delivered by or on behalf of any SPSA Member Community)	\$65 per ton	<table border="1"> <thead> <tr> <th>Material Type</th><th>Disposal Rate Per Ton</th></tr> </thead> <tbody> <tr> <td>ADC10</td><td>\$10.00</td></tr> <tr> <td>ADC15</td><td>\$15.00</td></tr> <tr> <td>ADC20</td><td>\$20.00</td></tr> <tr> <td>ADC25</td><td>\$25.00</td></tr> </tbody> </table>		Material Type	Disposal Rate Per Ton	ADC10	\$10.00	ADC15	\$15.00	ADC20	\$20.00	ADC25	\$25.00
Material Type	Disposal Rate Per Ton												
ADC10	\$10.00												
ADC15	\$15.00												
ADC20	\$20.00												
ADC25	\$25.00												
Industrial Process Waste (accepted only with prior approval)	\$75 per ton												
Solid Waste Unacceptable at Transfer Station (non-municipal customer)	\$75 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	\$50 per ton												
Construction and Demolition Waste	\$51 per ton												
Campers/trailers (minimum fee \$204 each)	\$204 per ton												
Boats (minimum fee \$84 each)	\$84 per ton												
(All liquids must be removed prior to delivery and disposal)													
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	<p>General Rate Explanation: Those wishing to dispose of soils as ADC must receive prior approval from the Landfill Superintendent or his/her designee. At a minimum, SPSA requires the submission of specified analytical results prior to delivery and acceptance of any soils. No soils will be considered for use as ADC containing rebar or with debris containing rebar. Material with a higher than desirable moisture content will be charged the ADC25 rate.</p> <ol style="list-style-type: none"> 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 											
Automobile and Light Truck	\$82.50 per ton	<p>For any category of Waste Disposal which is based on weight, the Minimum Fee is \$20.00.</p>											
Automobile and Light Truck DIRTY LOAD	\$150 per ton												
Truck and Light Industrial (up to 24.5" rim diameter)	\$145 per ton												
Heavy Equipment and Off-the-Road	\$160 each												
Tires with Rims	Add \$3.00 per tire												

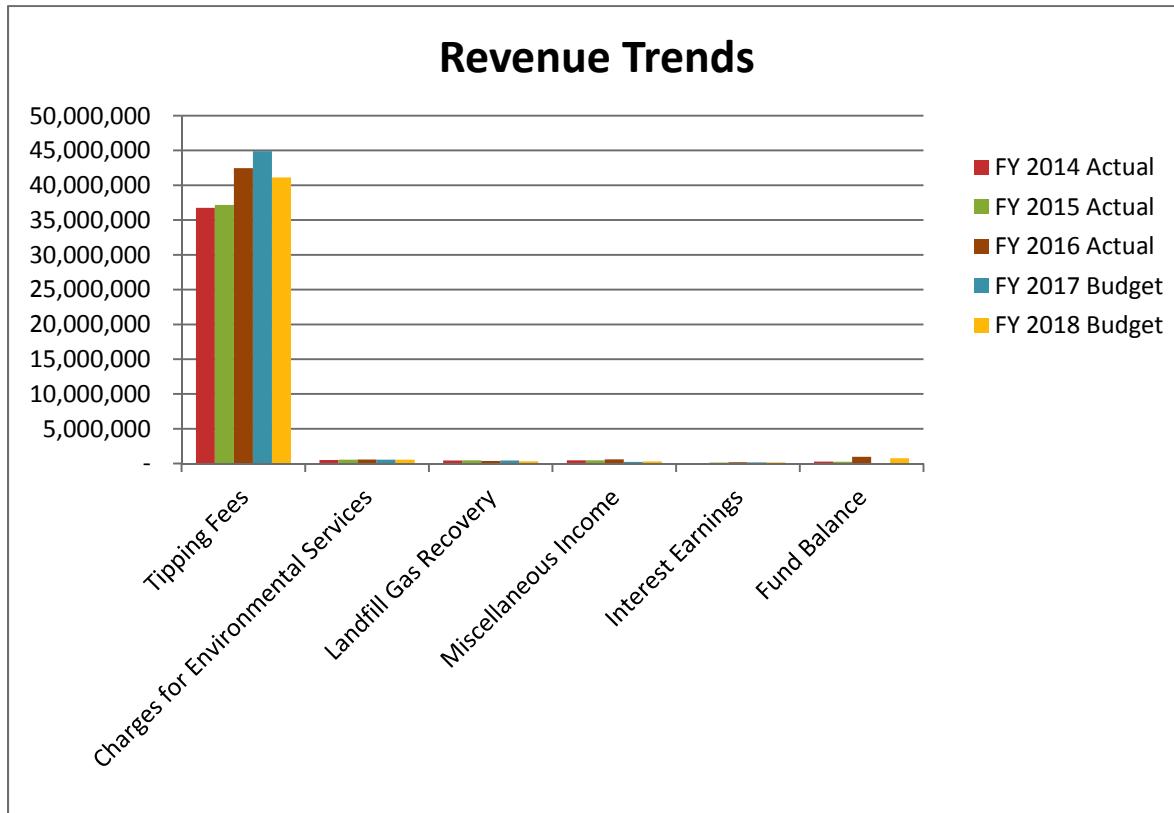
Revenue Detail and Trends

IN THIS SECTION:

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

Revenue Sources:

- **Tipping Fees** are SPSA's primary revenue source. Tipping fees are the amount per ton SPSA customers (e.g., member communities, commercial haulers, and others) pay to dispose of solid waste at SPSA's facilities. Tipping fees are categorized as municipal, Navy Solid Waste, construction and demolition debris, sludge, other tipping fees, contract waste, non-contract waste and fees for ash disposal at the landfill.
- **Charges for Environmental Services** are fees for the safe disposal of used tires, household hazardous waste and white goods.
- **Landfill Gas Recovery** is revenue generated from the sale of methane gas which is a product of the landfill.
- **Miscellaneous Income** consists of revenue generated from leased property, reimbursements for prior year expenses, finance charges paid by customers, insurance recoveries and sale of retired equipment.
- **Interest Earnings** are generated from the cash balances in the operating fund, trust accounts and debt service accounts.
- **Transfer from Tip Fee Stabilization Fund** represents funds necessary to maintain a level municipal tip fee.
- **Fund Balance for Capital/Operating** represents funds rolled over from a prior fiscal year for capital and/or operating expenses.



**Southeastern Public Service Authority
Revenue Detail**

		FY 2016 Actual Revenue	FY 2016 Actual Rate	FY 2016 Actual Tonnage	FY 2017 Budget Revenue	FY 2017 Budget Rate	FY 2017 Budget Tonnage	FY 2017 Actual Revenue	FY 2017 Actual Rate	FY 2017 Actual Tonnage	FY 2018 Budget Revenue	FY 2018 Budget Rate	FY 2018 Budget Tonnage
Tipping Fees		\$ 42,457,588			\$ 44,895,487			\$ 45,871,984			\$ 42,407,866		
Note 1 Municipal		39,823,229	\$125.00	392,855	42,850,019	\$125.00	387,300	42,844,411	\$125.00	388,277	35,626,250	\$100.00	384,700
Chesapeake		11,873,030		94,981	11,687,500		93,500	11,365,973		90,926	9,350,000		93,500
Franklin		324,038		2,592	315,500		2,524	336,220		2,690	260,000		2,600
Isle of Wight		2,064,124		16,513	2,062,500		16,500	1,997,709		15,180	1,510,000		15,100
Norfolk		8,280,730		66,240	7,875,000		63,000	8,085,160		64,575	6,400,000		64,000
Portsmouth		3,636,230		29,089	3,550,000		28,400	3,752,928		30,023	2,900,000		29,000
Southampton County		1,048,240		8,385	1,025,000		8,200	1,074,203		8,593	850,000		8,500
Note 2 Virginia Beach		12,596,837	95.18	134,285	16,334,519		130,676	16,332,220		130,645	13,300,000		133,000
Note 3 Suffolk		-	0.00	40,770	-	0.00	44,500	-	0.00	45,645	1,056,250		39,000
Note 4 Navy Processible Solid Waste		1,049,473	41.86	24,725	1,084,468	43.12	25,150	1,069,599	43.12	24,500	1,088,133	44.41	24,500
Construction & Demolition Debris		483,651	42.00	11,486	450,000	45.00	10,000	660,748	47.00	14,252	730,000	48.67	15,000
Sludge-City of Norfolk		212,110	46.00	4,611	161,000	46.00	3,500	219,964	46.00	4,782	233,583	47.67	4,900
Other Tipping Fees		889,125		350,000				440,725			350,000		
Other SPA Acceptable Contract Waste		-		-				636,537	24.00	26,437	324,000	24.00	13,500
Contract Waste		-		-				-		-	2,058,000	49.00	42,000
Non-Contract Waste		-		-				-		-	937,500	75.00	12,500
WTE Ash Disposal		-		-				-		-	1,060,200	19.00	55,800
Charges for Environmental Services		582,238			557,000			611,240			557,000		
Tire program		313,963		292,000				336,050			292,000		
Tires				250,000				287,600			250,000		
State End User Reimbursement				42,000				48,450			42,000		
Household Hazardous Waste Revenue		233,305	\$35/Trip	225,000	\$35/Trip			244,660	\$35/Trip		225,000	\$36/Trip	
White Goods Program		34,970		40,000				30,530			40,000		
Landfill Gas Recovery		365,488		450,000				319,202			335,000		
Miscellaneous Income		607,888		246,948				490,276			639,390		
Interest Earnings		196,976		180,000				218,594			180,000		
Transfer from Tip Fee Stabilization Fund		204,602		-				3,121,150			-		
Fund Balance for Capital / Operating		777,264		-				-			839,200		
TOTAL REVENUES		\$ 45,192,025			\$ 46,329,435			\$ 50,632,447			\$ 44,958,256		

Note 1: The municipal rate shown for FY 2018 represents a \$125 per ton tip fee for seven months and an \$65 per ton tip fee for 5 months.

Note 2: The FY 2016 per ton rate shown for Ya. Beach is an average rate of \$65.35 per ton for 6 months and \$125 per ton for six months. The Ash & Residue Agreement ended December 31, 2015.

Note 3: The City of Suffolk will begin paying tipping fees effective January 25, 2018.

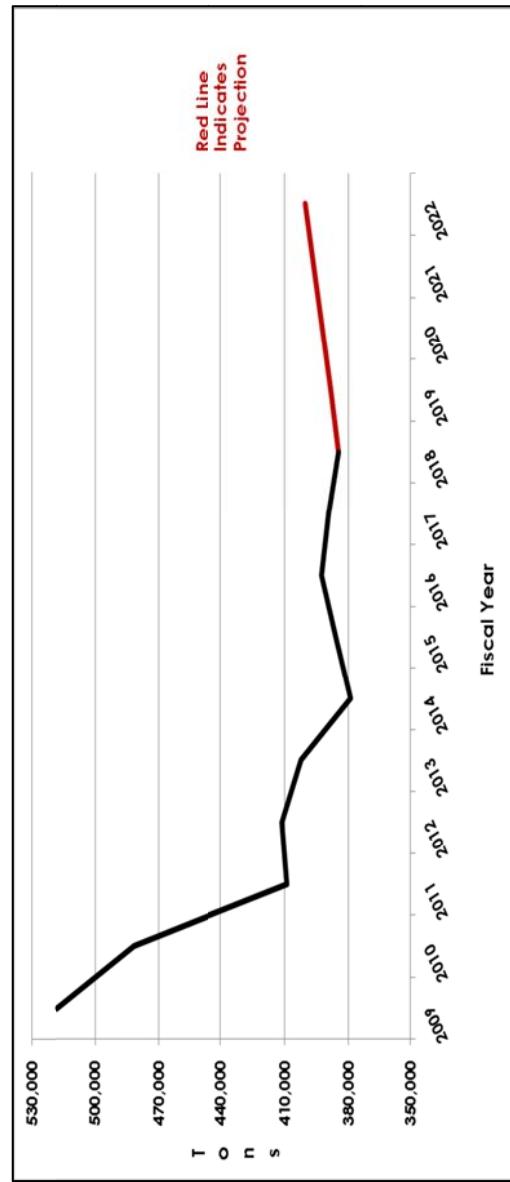
Note 4: The rate shown for Navy Processible Solid Waste reflects an average rate and not the actual contract rate.

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected	FY 2019 * Projected	FY 2020 * Projected	FY 2021 * Projected	FY 2022 * Projected
Chesapeake	91,182	92,072	94,981	93,267	93,500	94,435	95,379	96,333	97,296
Franklin	2,462	2,524	2,592	2,690	2,600	2,626	2,652	2,679	2,706
Isle of Wight	17,254	16,070	16,513	15,100	15,100	15,251	15,404	15,558	15,713
Norfolk	60,416	62,296	66,240	64,428	64,000	64,640	65,286	65,939	66,599
Portsmouth	31,572	28,439	29,089	30,020	29,000	29,290	29,583	29,879	30,178
Southampton County	8,027	8,107	8,385	8,535	8,500	8,585	8,671	8,758	8,845
Suffolk	37,881	43,337	40,770	44,500	39,000	39,390	39,784	40,182	40,584
Virginia Beach	130,349	133,304	134,285	131,000	133,000	134,330	135,673	137,030	138,400
Totals	379,143	386,149	392,855	389,540	384,700	388,547	392,432	396,357	400,320

* Beginning in Fiscal Year 2019 the municipal waste stream is projected to increase 1% per year.
 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.

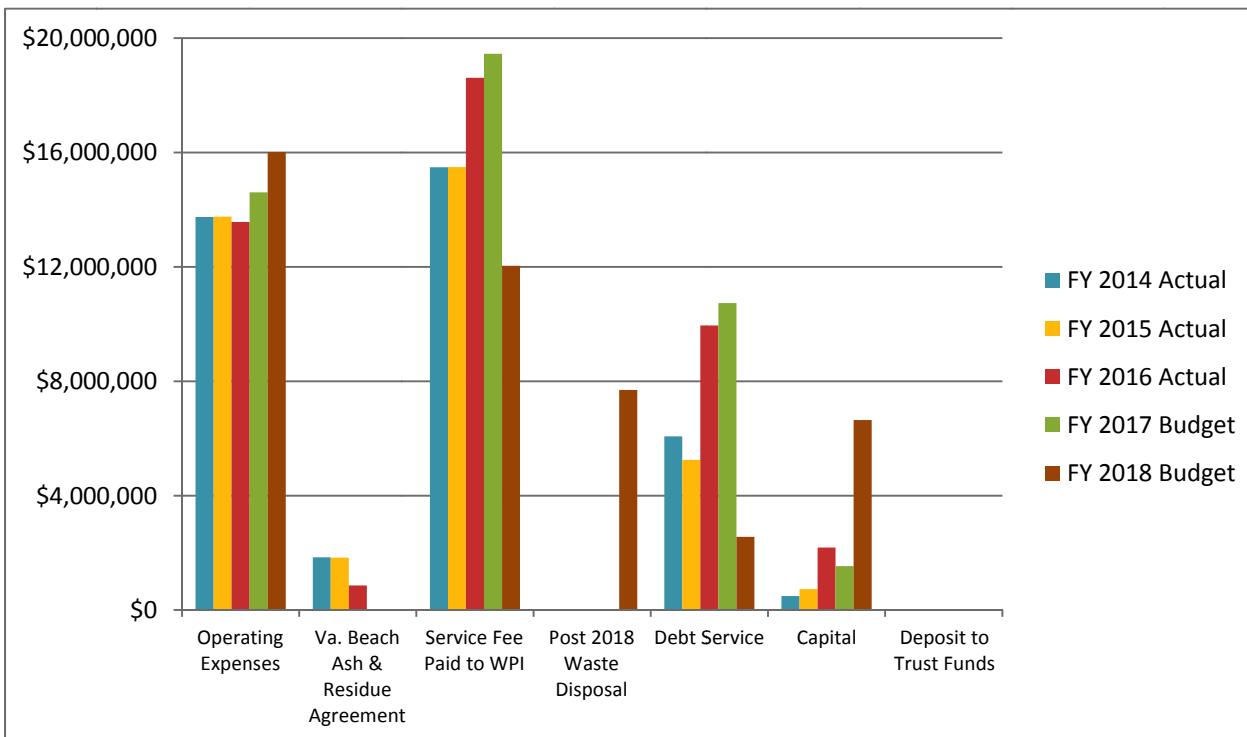
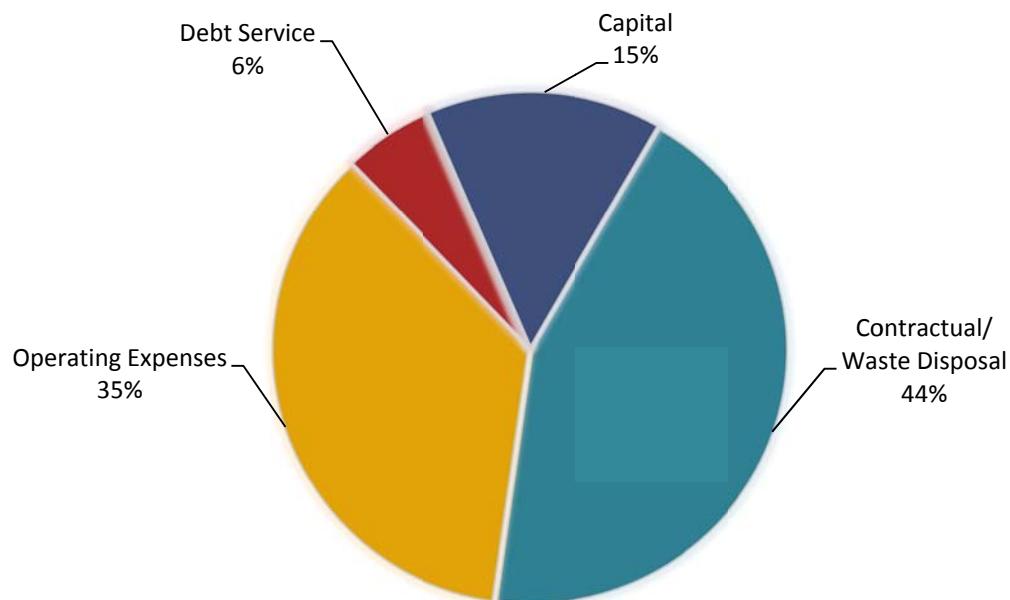
Other Contractual Expenses includes costs associated with the Va. Beach Ash & Residue Agreement and maintenance costs associated with the Virginia Beach Landfill, the annual service fee paid to Wheelabrator Portsmouth, Inc., and Post 2018 3rd Party Waste Disposal Costs.

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 and the Virginia Beach Landfill Environmental Trust.

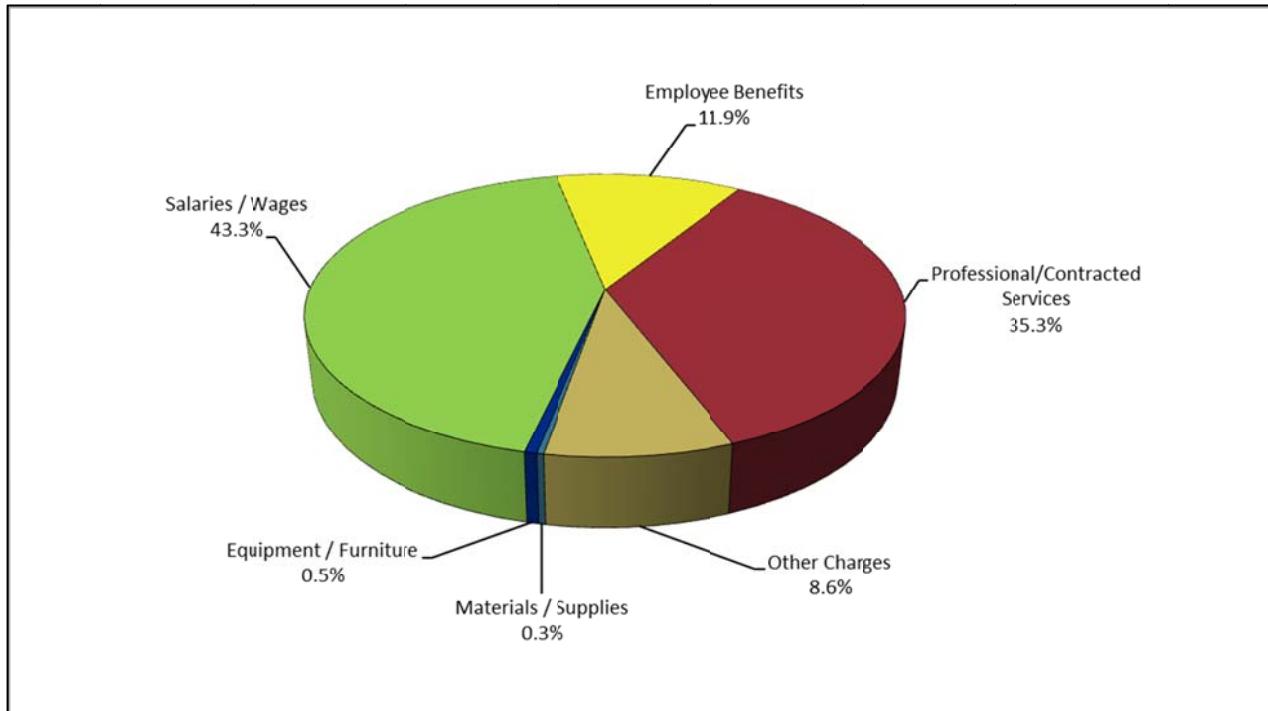
FY 2018 Expenses



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 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
51000	Salaries / Wages	\$ 683,934	\$ 744,042	\$ 703,257	\$ 773,361	4%	43.3%
52000	Employee Benefits	158,727	205,101	151,837	213,478	4%	11.9%
53000	Professional/Contracted Services	915,466	732,993	565,161	631,243	-14%	35.3%
55000	Other Charges	161,764	155,742	150,632	153,580	-1%	8.6%
56000	Materials / Supplies	5,493	5,530	4,855	5,530	0%	0.3%
58000	Equipment / Furniture	1,248	9,800	4,327	9,800	0%	0.5%
	Total	\$ 1,926,633	\$ 1,853,208	\$ 1,580,070	\$ 1,786,992	-4%	100%



Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
110	Accounting Department							
51100	Salaries Exempt	\$ 70,977	\$ 78,803	\$ 79,565	\$ 81,167	3%	35%	
51110	Salaries Non-Exempt	40,841	38,318	46,797	48,418	26%	21%	
51200	Overtime	-	-	101	-	N/A	0%	
52100	Social Security/Medicare Tax	8,180	8,960	9,151	9,913	11%	4%	
52200	VRS Retirement	5,917	1,815	2,103	2,217	22%	1%	
52300	Health Insurance	15,968	17,669	21,912	26,907	52%	12%	
52400	VRS Life Insurance	1,299	1,490	1,608	1,684	13%	1%	
52600	Unemployment Insurance	321	319	316	172	-46%	0%	
52700	Workers Compensation	120	78	84	75	-4%	0%	
53130	Professional Services	49,500	51,000	56,448	52,000	2%	23%	
53700	Trustee Expense	7,000	7,500	7,000	6,000	-20%	3%	
55300	Insurance/Bonding	1,236	1,586	792	801	-49%	0%	
55510	Travel and Training	117	100	-	100	0%	0%	
55815	Bank Fees / Svc Charges	3,228	-	2,307	-	N/A	0%	
	Total Expenses	\$ 204,704	\$ 207,638	\$ 228,184	\$ 229,454	11%	100%	
	Personnel ~ Full Time Equivalent (FTE)		FY 2016	FY 2017	FY 2018			
	Exempt Positions							
	Controller	1	0	0				
	Financial Support & Scalehouse Admin	1	1	1				
	Non-Exempt Positions							
	Accounting Technician	1	0	0				
	Accounting Specialist	0	1	1				
	Administrative Coordinator	0.2	0.2	0.2				
	Total	3.2	2.2	2.2				
Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
120	Executive Offices							
51100	Salaries Exempt	\$ 333,010	\$ 326,870	\$ 338,433	\$ 336,676	3%	40%	
51110	Salaries Non-Exempt	10,805	10,524	10,761	10,839	3%	1%	
52100	Social Security/Medicare Tax	21,584	25,811	21,291	26,585	3%	3%	
52200	VRS Retirement	17,752	5,230	5,230	5,386	3%	1%	
52300	Health Insurance	10,453	11,609	14,612	21,186	82%	3%	
52400	VRS Life Insurance	3,898	4,291	4,420	4,552	6%	1%	
52600	Unemployment Insurance	318	319	170	172	-46%	0%	
52700	Workers Compensation	204	223	228	201	-10%	0%	
53130	Professional Services	75,429	200,000	42,986	100,000	-50%	12%	
53150	Legal Fees	638,345	325,000	311,124	325,000	0%	39%	
53600	Advertising	2,184	4,000	2,597	5,200	30%	1%	
55300	Insurance/Bonding	2,052	2,555	2,280	2,148	-16%	0%	
55510	Travel and Training	3,361	4,000	1,661	4,000	0%	0%	
55810	Membership & Professional Due	372	500	160	500	0%	0%	
56140	Other Operating Supplies	44	-	-	-	N/A	0%	
	Total Expenses	\$ 1,119,811	\$ 920,932	\$ 755,952	\$ 842,445	-9%	100%	
	Personnel ~ Full Time Equivalent (FTE)		FY 2017	FY 2017	FY 2018			
	Exempt Positions							
	Executive Director	1	1	1				
	Deputy Executive Director & CFO	1	1	1				
	Non-Exempt Positions							
	Administrative Coordinator	0.2	0.2	0.2				
	Total	2.2	2.2	2.2				

Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
130	Human Resources							
	51100	Salaries Exempt	\$ 70,522	\$ 63,879	\$ 63,662	\$ 65,796	3%	41%
	51110	Salaries Non-Exempt	3,305	10,524	10,761	10,839	3%	7%
	52100	Social Security/Medicare Tax	5,605	5,692	5,596	5,863	3%	4%
	52200	VRS Retirement	3,743	1,153	1,153	1,188	3%	1%
	52300	Health Insurance	29,951	28,661	27,350	25,247	-12%	16%
	52400	VRS life Insurance	859	946	975	1,004	6%	1%
	52600	Unemployment Insurance	173	174	93	94	-46%	0%
	52700	Workers Compensation	48	45,049	282	25,044	-44%	16%
	53110	Medical Fees	9,873	10,800	8,496	11,000	2%	7%
	53130	Professional Services	811	1,500	736	1,500	0%	1%
	53600	Advertising	2,240	3,000	2,894	3,000	0%	2%
	55300	Insurance/Bonding	468	584	504	474	-19%	0%
	55510	Travel and Training	631	1,000	648	1,000	0%	1%
	55810	Membership & Professional Due	190	500	590	500	0%	0%
Note A	55820	Awards Program	6,216	8,500	16,203	9,000	6%	6%
	56300	Safety Apparel & Equipment	-	-	21	-	N/A	0%
		Total Expenses	\$ 134,634	\$ 181,962	\$ 139,964	\$ 161,549	-11%	100%

Personnel ~ Full Time Equivalent (FTE) FY 2017 FY 2017 FY 2018

Exempt Positions

Human Resources Generalist	1	1	1
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Non-Exempt Positions

Administrative Coordinator	0.2	0.2	0.2
Total	1.2	1.2	1.2

Note A: Increase includes contribution to Employee Relations Committee (ERC)

Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
140	Purchasing Department							
	51100	Salaries Exempt	\$ 2,861	\$ 65,000	\$ -	\$ 65,000	0%	63%
	51110	Salaries Non-Exempt	10,805	10,524	10,761	10,839	3%	11%
	52100	Social Security/Medicare Tax	951	5,778	727	5,802	0%	6%
	52200	VRS Retirement	857	1,561	163	1,566	0%	2%
	52300	Health Insurance	2,629	10,277	3,017	12,456	21%	12%
	52400	VRS life Insurance	188	985	138	993	1%	1%
	52600	Unemployment Insurance	28	174	15	94	-46%	0%
	52700	Workers Compensation	48	50	48	44	-12%	0%
	53600	Advertising	3,840	6,650	6,994	4,000	-40%	4%
	55300	Insurance/Bonding	504	630	528	376	-40%	0%
	55510	Travel and Training	-	500	-	500	0%	0%
	55810	Membership & Professional Due	-	220	-	220	0%	0%
	56110	Dues & Subscriptions	1,229	1,250	1,223	1,250	0%	1%
		Total Expenses	\$ 23,940	\$ 103,599	\$ 23,614	\$ 103,140	0%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2017	FY 2017	FY 2018			
		Exempt Positions						
		Purchasing Administrator	1	1	0			
		Buyer	0	0	1			
		Non-Exempt Positions						
		Administrative Coordinator	0.2	0.2	0.2			
		Total	1.2	1.2	1.2			

Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
150		Regional Office Building						
Note A	53310	Maintenance Agreements	\$ 27,917	\$ 28,443	\$ 24,076	\$ 28,443	0%	35%
	53320	Grounds Maintenance	4,295	4,600	2,620	4,600	0%	6%
	53410	Building / Site Maintenance	10,120	1,000	19,917	1,000	0%	1%
	55100	Electricity	23,234	26,300	23,668	26,300	0%	33%
	55120	Heating/gas	901	1,700	717	1,700	0%	2%
	55130	Water / Sewer	6,369	7,000	6,285	7,000	0%	9%
Note B	55210	Postage	1,725	2,000	1,763	2,000	0%	2%
	55300	Insurance/Bonding	5,796	5,248	6,192	6,081	16%	8%
Note B	56100	Office Supplies	3,110	3,000	2,848	3,000	0%	4%
	56140	Other Operating Supplies	636	500	453	500	0%	1%
		Total Expenses	\$ 84,104	\$ 79,791	\$ 88,539	\$ 80,624	1%	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 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
160		Information Technology						
	51100	Salaries Exempt	\$ 134,314	\$ 129,076	\$ 131,655	\$ 132,948	3%	36%
	51110	Salaries Non-Exempt	6,494	10,524	10,761	10,839	3%	3%
	52100	Social Security/Medicare Tax	10,765	10,679	10,594	11,000	3%	3%
	52200	VRS Retirement	7,750	2,445	2,425	2,519	3%	1%
	52300	Health Insurance	6,878	11,477	16,053	19,375	69%	5%
	52400	VRS life Insurance	1,682	1,775	1,817	1,884	6%	1%
	52600	Unemployment Insurance	463	319	170	172	-46%	0%
	52700	Workers Compensation	96	92	96	83	-10%	0%
	53130	Professional Services	1,500	1,500	1,500	1,500	0%	0%
	53310	Maintenance Agreements	82,185	87,500	77,376	87,500	0%	24%
	53400	Equipment Maintenance	228	500	397	500	0%	0%
	55200	Telephone	104,332	90,000	85,388	89,000	-1%	24%
	55300	Insurance/Bonding	1,032	1,319	948	880	-33%	0%
	55510	Travel and Training	-	1,500	-	1,000	-33%	0%
	56120	Computer Software	250	-	-	-	N/A	0%
	56200	Vehicle / Equipment Fuel	148	280	231	280	0%	0%
	56410	Small Equipment	76	500	78	500	0%	0%
	58200	Computer Hardware	1,248	9,800	4,327	9,800	0%	3%
		Total Expenses	\$ 359,440	\$ 359,286	\$ 343,817	\$ 369,780	3%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2017	FY 2017	FY 2018			
		Exempt Positions						
		Information Technology Manager	1	1	1			
		Information Technology Support Specialist	1	1	1			
		Non-Exempt						
		Administrative Coordinator	0.2	0.2	0.2			
		Total	2.2	2.2	2.2			

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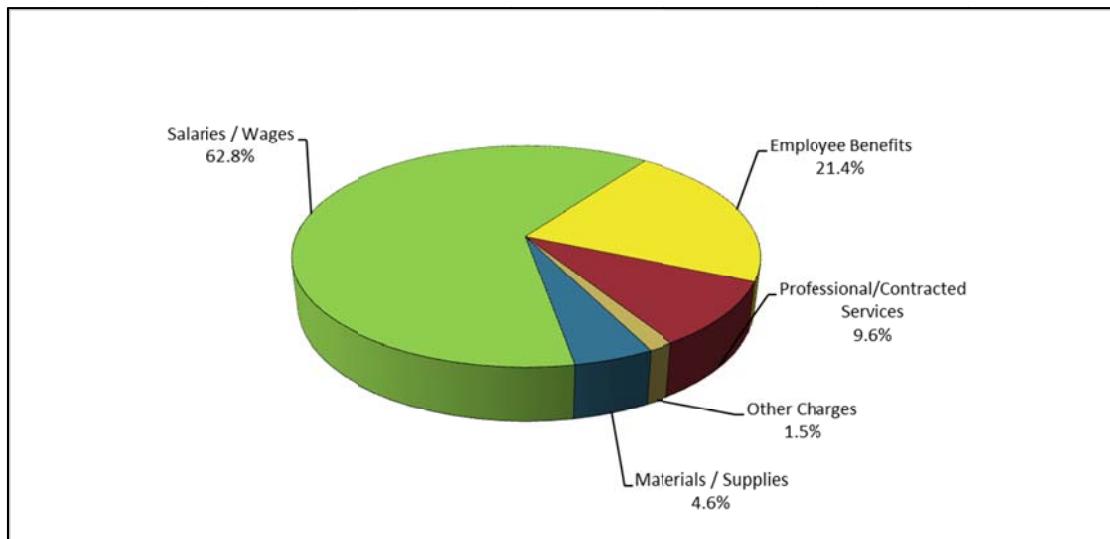


Environmental Management

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 2016	FY 2017	FY 2017	FY 2018	% Change % Total
		Actual	Budget	Actual	Budget	
51000	Salaries / Wages	\$ 253,320	\$ 258,228	\$ 281,589	\$ 281,909	9% 62.8%
52000	Employee Benefits	87,437	85,158	86,891	96,178	13% 21.4%
53000	Professional/Contracted Services	28,166	41,900	38,191	43,100	3% 9.6%
55000	Other Charges	4,100	7,372	3,920	6,915	-6% 1.5%
56000	Materials / Supplies	11,820	20,680	17,120	20,680	0% 4.6%
58000	Equipment	-	-	14,390	-	N/A 0.0%
		\$ 384,843	\$ 413,338	\$ 442,102	\$ 448,782	9% 100%



Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
200	Environmental Management						
51100	Salaries Exempt	\$ 142,585	\$ 150,171	\$ 168,965	\$ 170,254	13%	43%
51110	Salaries Non-Exempt	110,568	107,432	111,388	110,655	3%	28%
51200	Overtime	167	625	1,236	1,000	60%	0%
52100	Social Security/Medicare Tax	18,991	19,754	21,154	21,566	9%	5%
52200	VRS Retirement	13,294	3,993	4,227	4,347	9%	1%
52300	Health Insurance	43,109	48,420	48,494	58,116	20%	15%
52400	VRS Life Insurance	2,919	3,276	3,573	3,674	12%	1%
52600	Unemployment Insurance	869	869	467	468	-46%	0%
52700	Workers Compensation	8,256	8,846	8,976	8,007	-9%	2%
53160	Environmental Testing	448	2,000	1,612	2,000	0%	1%
53210	Uniform Rental	1,098	1,200	1,116	1,200	0%	0%
53330	Hazardous Waste Cleanup & Disposal	874	2,000	-	2,000	0%	1%
53400	Equipment Maintenance	981	1,500	-	1,500	0%	0%
53500	Printing	-	300	-	300	0%	0%
53600	Advertising	-	500	-	500	0%	0%
55210	Postage	272	400	78	400	0%	0%
55300	Insurance/Bonding	1,644	2,044	1,740	1,740	-15%	0%
55510	Travel and Training	78	1,500	100	1,250	-17%	0%
55810	Membership & Professional Dues	50	75	45	250	233%	0%
55830	EMS Support Program	-	700	9	1,000	43%	0%
56100	Office Supplies	285	500	116	500	0%	0%
56140	Other Operating Supplies	868	2,500	1,692	2,500	0%	1%
56300	Safety Apparel & Equipment	380	500	522	500	0%	0%
56410	Small Equipment	496	-	-	-	N/A	0%
58300	Equipment	-	-	14,390	-	N/A	0%
	Total Expenses	\$ 348,230	\$ 359,105	\$ 389,900	\$ 393,727	10%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2016	FY 2017	FY 2018		
	Exempt Positions						
	Assistant Landfill & Environmental Superintendent		1	1			
	Landfill & Environmental Compliance Specialist		1	1			
	Environmental Supervisor	1	0	0			
	Environmental Specialist	2	1	1			
	Non-Exempt Positions						
	Environmental Technician	3	3	3			
	Total	6	6	6			

Household Hazardous Waste Program



SPSA operates three (3) 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 remaining facilities in Chesapeake and Franklin are open based upon a monthly recurring schedule. Periodic mobile HHW collection events are scheduled in Portsmouth and Chesapeake 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.

The City of Virginia Beach, Norfolk and the County of Isle of Wight have independently implemented their own program whereby reducing the quantities that are disposed through SPSA.

In fiscal year 2016, SPSA safely disposed of nearly 14,304 gallons of liquid HHW and 11,246 pounds of solid HHW.

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

Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
210	Household Hazardous Waste Program						
53110	Medical Fees	\$ 1,384	\$ 1,000	\$ 1,403	\$ 1,200	20%	2%
53160	Environmental Testing	-	400	-	400	0%	1%
53330	Hazardous Waste Cleanup & Disposal	15,434	25,000	27,023	25,000	0%	45%
53400	Equipment Maintenance	7,949	5,000	7,037	5,000	0%	9%
53410	Building / Site Maintenance	-	3,000	-	4,000	33%	7%
55100	Electricity	1,228	1,400	1,253	1,400	0%	3%
55300	Insurance/Bonding	828	1,253	696	875	-30%	2%
56140	Other Operating Supplies	324	1,200	492	1,200	0%	2%
56200	Vehicle / Equipment Fuel	3,908	7,980	4,101	7,980	0%	14%
56220	Vehicle / Equipment Tires	3,913	5,000	7,899	5,000	0%	9%
56300	Safety Apparel & Equipment	624	2,000	1,280	2,000	0%	4%
56410	Small Equipment	1,021	1,000	1,019	1,000	0%	2%
	Total Expenses	\$ 36,613	\$ 54,233	\$ 52,202	\$ 55,055	2%	100%

Household Hazardous Waste Program Statistics

		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Paint Related Materials	Gallons	1,650	1,650	1,045	880	660
High BTU (Waste fuel/solvents)	Gallons	1,595	1,595	1,430	1,650	1650
Low BTU (Waste oil/oily water)	Gallons	275	330	385	330	110
Detergents/Cleaners	Gallons	330	0	330	1,320	385
Oxidizers	Lbs	1,250	1,750	4,200	3,850	3150
Pesticide Liquid	Gallons	1,245	2,365	1,100	2,420	2035
Pesticide Solid	Lbs	3,800	12,800	18,400	8,800	6750
Acids (Inorganic)	Gallons	344	440	275	385	275
Antifreeze	Gallons	1,421	1,624	2,086	2,298	1460
Oil	Gallons	9,546	8,533	8,941	11,250	6954
Solvents	Gallons	653	200	139	0	0
Base Liquids	Gallons	110	55	165	385	220
Base Solids	Lbs	400	0	0	110	55
* Wet Cell Batteries	Each	350	243	695	390	307
** Dry Cell Batteries	Lbs	800	700	1,225	1,100	700
* Propane Cylinders	Each	605	1,201	864	568	576
* Other Cylinders	Each	4,912	2,256	1,236	700	1125
Aerosol Cans	Lbs	1,000	800	705	600	6
Mercury	Lbs	180	0	0	456	584
Reactive (Calcium Carbide)	Lbs	50	0	0	0	1
Cooking Oil	Gallons	0	1,100	860	980	555
	Total Liquid	Gallons	17,169	17,892	16,756	21,898
	Total Solid	Lbs	7,480	16,050	24,530	14,916
						14,304
						11,246

*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 2016, the white goods program recycled nearly 524,000 pounds of scrap steel and aluminum.



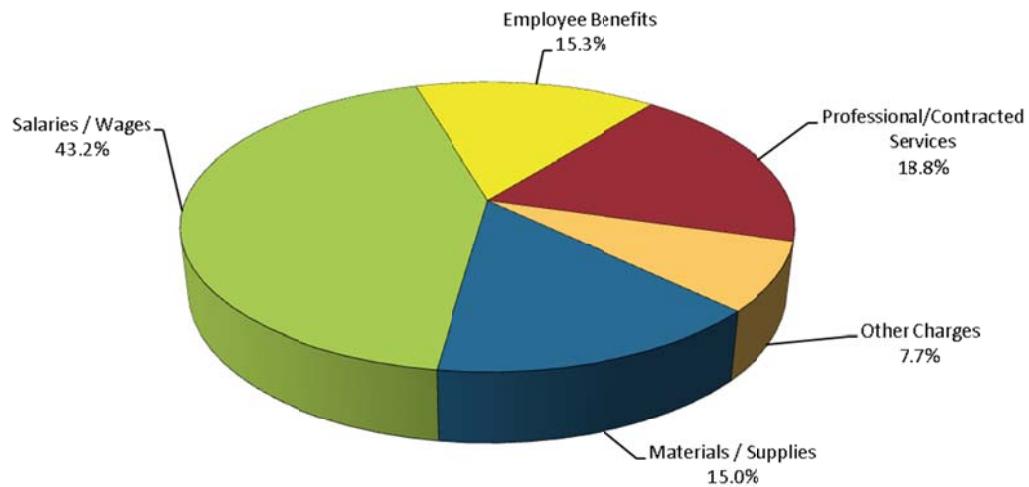
Pounds of Scrap Steel and Metal Recycled					
FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
524,000	524,000	600,000	394,080	394,000	523,740

Operational Expenses

The Operational Expenses represent the core costs of the disposal system. It includes costs for the regional landfill, transportation, transfer stations, 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 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
51000	Salaries / Wages	\$ 5,354,185	\$ 5,623,179	\$ 5,571,371	\$ 5,788,014	3%	43.2%
52000	Employee Benefits	1,798,123	1,807,281	1,740,720	2,043,058	13%	15.3%
53000	Professional/Contracted Service	1,899,938	2,155,982	3,057,139	2,519,886	17%	18.8%
55000	Other Charges	761,898	795,198	842,502	1,035,896	30%	7.7%
56000	Materials / Supplies	1,354,308	1,955,580	1,384,212	2,006,552	3%	15.0%
		\$ 11,168,453	\$ 12,337,220	\$ 12,595,944	\$ 13,393,406	9%	100%



Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
300	Operations Center						
Note A	53310 Maintenance Agreements	\$ 13,141	\$ 20,000	\$ 11,214	\$ 20,000	0%	18%
	53320 Grounds Maintenance	4,985	6,700	4,720	6,700	0%	6%
	53400 Equipment Maintenance	16,445	13,200	9,835	13,200	0%	12%
	53410 Building / Site Maintenance	14,368	18,000	20,549	18,000	0%	16%
	53800 Permits	3,400	-	-	-	N/A	0%
	55100 Electricity	37,703	38,000	38,495	38,500	1%	34%
	55120 Heating/gas	6,002	11,000	7,688	10,000	-9%	9%
	55300 Insurance/Bonding	2,652	2,615	2,952	3,024	16%	3%
	56140 Other Operating Supplies	985	2,000	1,511	2,000	0%	2%
	56200 Vehicle / Equipment Fuel	415	960	343	700	-27%	1%
	56220 Vehicle / Equipment Tires	-	-	265	-	N/A	0%
	Total Expenses	\$ 100,096	\$ 112,475	\$ 97,570	\$ 112,124	0%	100%
Note A: Represents the Operations & Maintenance Agreement with Wheelabrator Portsmouth, Inc. and includes shared costs for water, sewer, fire suppression and grounds maintenance.							
Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
310	Safety						
	51100 Salaries Exempt	\$ 129,867	\$ 131,285	\$ 134,732	\$ 133,178	1%	74%
	52100 Social Security/Medicare Tax	9,802	10,043	10,161	10,188	1%	6%
	52200 VRS Retirement	6,909	2,004	2,004	2,033	1%	1%
	52300 Health Insurance	12,012	13,440	13,440	15,636	16%	9%
	52400 VRS Life Insurance	1,517	1,644	1,694	1,719	5%	1%
	52600 Unemployment Insurance	290	290	155	156	-46%	0%
	52700 Workers Compensation	4,428	4,742	4,992	5,205	10%	3%
	53160 Environmental Testing	-	1,000	-	1,000	0%	1%
	53210 Uniform Rental	397	300	263	300	0%	0%
	53400 Equipment Maintenance	94	500	710	250	-50%	0%
	55210 Postage	42	100	29	100	0%	0%
	55300 Insurance/Bonding	948	1,223	998	927	-24%	1%
	55510 Travel and Training	1,438	1,355	1,421	1,200	-11%	1%
	55700 Toll Roads	382	338	395	525	55%	0%
	55810 Membership & Professional Dues	635	645	638	1,638	154%	1%
	56100 Office Supplies	296	600	441	450	-25%	0%
	56110 Dues & Subscriptions	119	180	474	769	327%	0%
	56200 Vehicle / Equipment Fuel	1,453	2,800	1,459	2,800	0%	2%
	56220 Vehicle / Equipment Tires	-	500	750	500	0%	0%
	56300 Safety Apparel & Equipment	861	1,000	714	750	-25%	0%
	56410 Small Equipment	938	1,000	318	1,013	1%	1%
	Total Expenses	\$ 172,427	\$ 174,989	\$ 175,787	\$ 180,337	3%	100%
Personnel ~ Full Time Equivalent (FTE)							
Exempt Positions							
	Safety Administrator	1	1	1			
	Workmen's Comp Specialist	1	1	1			
	Total	2	2	2			



Regional Landfill

The SPSA Regional Landfill Cells I – IV account for 103 disposal acres, Cell V is permitted for 43.6 disposal acres and Cell VI is permitted for 45 disposal acres. SPSA received permit approval for an additional 55 acres referenced as Cell VII in May 2011.

During fiscal year 2017, approximately 269,460 tons was disposed of or used as daily cover. It is projected that the landfill will dispose of approximately 325,000 tons of waste in fiscal year 2018.

Given the tonnages and density of waste, and the remaining airspace, Cell VI will provide disposal capacity until 2026 depending on how things change in January 2018. This does not include anticipated capacity in Cell VII if constructed.

SPSA completed closure of Cells I-IV in the summer of 2009 and continues to monitor and maintain compliance for this portion of the facility in addition to Cells V and VI. Also, the complete gas extraction system for Cell VI was complete in early fall 2010.



Southeastern Public Service Authority (SPSA) Regional Landfill Waste Stream (tons)						
Type of Waste	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Construction Demolition Debris	14,798	9,770	9,013	10,066	11,485	14,252
Sludge	6,577	7,523	7,705	7,198	5,314	4,927
Industrial Waste	1,427	928	1,245	1,552	874	846
Soils	16,845	4,854	8,519	34,168	66,380	18,935
Clean Fill	14,741	23,271	20,042	56,311	92,732	25,369
Peanut Dust/Peanut Hulls	-	-	778	2,894	3,202	5,650
Municipal Solid Waste ¹	8,777	9,540	3,288	6,189	1,788	5,765
Navy Waste ²	873	175	136	35	88	150
Non-Processible Commercial Waste ²	627	434	1,467	4,265	5,096	4,518
Fluff from BiMetals	3,029	4,444	5,524	5,708	-	-
Concrete/Asphalt	-	194	822	3,832	416	3
Shredded Tires	2,792	2,400	2,176	2,587	3,052	3,289
Ash	162,663	192,742	193,710	192,754	177,493	174,420
Diverted Processible Waste (from Tsf Stations)	22,477	-	8,568	22,402	1,780	11,337
Total	255,626	256,275	262,993	349,961	369,700	269,461

¹ Represents non-processible waste from the City of Suffolk and City of Suffolk Contractors

² Boats, Flour, Frozen Foods, Other items too large for Suffolk Transfer Station

Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
320	Regional Landfill							
	51100	Salaries Exempt	\$ 196,840	\$ 200,744	\$ 139,960	\$ 237,567	18%	7%
	51110	Salaries Non-Exempt	255,401	282,793	313,867	372,104	32%	11%
	51200	Overtime	5,088	2,000	26,437	50,000	2400%	2%
	52100	Social Security/Medicare Tax	34,102	37,144	35,707	50,465	36%	2%
	52200	VRS Retirement	24,237	7,729	7,351	11,194	45%	0%
	52300	Health Insurance	68,623	79,728	74,132	120,960	52%	4%
	52400	VRS Life Insurance	5,276	6,061	5,518	7,783	28%	0%
	52600	Unemployment Insurance	2,167	1,738	1,403	1,170	-33%	0%
	52700	Workers Compensation	17,724	17,918	17,748	18,784	5%	1%
	53120	Security Service	89,092	90,500	90,153	92,000	2%	3%
Note A	53140	Engineering Services	193,088	285,000	781,397	350,000	23%	11%
	53145	Landfill Survey	8,333	15,000	5,900	15,000	0%	0%
	53160	Environmental Testing	48,092	58,492	52,844	58,492	0%	2%
	53210	Uniform Rental	1,805	3,150	2,122	3,000	-5%	0%
	53310	Maintenance Agreements	6,492	6,700	541	-	-100%	0%
	53320	Grounds Maintenance	10,315	14,000	-	-	-100%	0%
	53400	Equipment Maintenance	341,395	300,000	309,659	300,000	0%	9%
	53410	Building / Site Maintenance	89,771	99,000	61,584	110,000	11%	3%
	53420	Leachate Pumping Station	24,773	30,000	186,661	75,000	150%	2%
	53425	Pumping & Hauling Leachate			304,557	241,427	N/A	7%
	53800	Permits	19,563	25,000	105,896	25,000	0%	1%
	53810	Suffolk CUP	92,632	-	95,218	-	N/A	0%
	53820	Suffolk Good Neighbor/Host Fee				386,000	N/A	12%
	55100	Electricity	37,979	30,000	36,987	47,000	57%	1%
	55120	Heating/gas	1,417	3,500	1,438	3,000	-14%	0%
	55130	Water / Sewer	11,304	11,500	11,304	11,500	0%	0%
	55150	Leachate Treatment	187,672	160,000	237,996	360,000	125%	11%
	55210	Postage	37	-	-	-	N/A	0%
	55220	Radio Communications	-	1,500	1,423	2,500	67%	0%
	55300	Insurance/Bonding	33,012	32,882	20,962	22,842	-31%	1%
	55400	Equipment Rental	7,971	8,000	32,928	60,000	650%	2%
	55510	Travel and Training	50	1,500	1,185	1,500	0%	0%
	55810	Membership & Professional Dues	-	250	394	400	60%	0%
	56100	Office Supplies	342	800	654	800	0%	0%
	56140	Other Operating Supplies	30,566	30,000	16,059	30,000	0%	1%
	56200	Vehicle / Equipment Fuel	68,579	143,640	90,542	178,360	24%	5%
	56220	Vehicle / Equipment Tires	16,853	25,000	29,375	25,000	0%	1%
	56300	Safety Apparel & Equipment	1,842	2,500	3,714	2,500	0%	0%
	56410	Small Equipment	3,040	1,000	845	1,000	0%	0%
		Total Expenses	\$ 1,935,473	\$ 2,014,769	\$ 3,104,459	\$ 3,272,348	62%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
		Exempt Positions						
		Director of Environmental & Landfill Management	0	0	1			
		Landfill & Environmental Superintendent	1	1	1			
		Landfill Supervisor II	1	1	0			
		Landfill Supervisor I	1	1	1			
		Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	2	2	3			
		Heavy Equipment Operator	3	3	5.5			
		Solid Waste Assistant	3.5	3.5	3			
		Total	11.50	11.50	14.50			

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



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 and to repair seeps.

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

Number of Tires Processed				
FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
289,336	279,085	238,103	295,000	288,600

Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
330	Tire Shredder						
51100	Salaries Exempt	\$ 40,666	\$ 48,351	\$ 186	\$ -	-100%	0%
51110	Salaries Non-Exempt	70,349	63,356	60,025	97,945	55%	44%
51200	Overtime	710	870	2,106	1,000	15%	0%
52100	Social Security/Medicare Tax	7,977	8,612	4,363	7,569	-12%	3%
52200	VRS Retirement	6,174	2,111	1,343	2,106	0%	1%
52300	Health Insurance	25,386	29,868	19,821	36,076	21%	16%
52400	VRS Life Insurance	1,276	1,421	870	1,283	-10%	1%
52600	Unemployment Insurance	1,353	434	150	234	-46%	0%
52700	Workers Compensation	3,912	4,146	4,104	2,821	-32%	1%
53210	Uniform Rental	729	1,000	569	1,000	0%	0%
53400	Equipment Maintenance	30,394	38,000	27,918	38,000	0%	17%
53410	Building / Site Maintenance	1,006	2,500	1,576	2,500	0%	1%
53800	Permits	3,914	3,907	3,907	3,951	1%	2%
55100	Electricity	4,510	5,000	4,646	5,000	0%	2%
55300	Insurance/Bonding	2,580	2,615	2,693	2,521	-4%	1%
55430	Tire De-Rimming Service	4,820	12,000	1,421	10,000	-17%	4%
56100	Office Supplies	-	200	28	200	0%	0%
56140	Other Operating Supplies	296	500	215	500	0%	0%
56200	Vehicle / Equipment Fuel	1,616	3,640	1,585	3,640	0%	2%
56220	Vehicle / Equipment Tires	5,000	5,000	-	5,000	0%	2%
56300	Safety Apparel & Equipment	781	700	763	700	0%	0%
56410	Small Equipment	212	750	687	750	0%	0%
	Total Expenses	\$ 213,662	\$ 234,981	\$ 138,974	\$ 222,796	-5%	100%
Personnel ~ Full Time Equivalent (FTE)		FY 2016	FY 2017	FY 2018			
Exempt Positions							
Tire Shredder Supervisor		1	1	0			
Non-Exempt Positions							
Heavy Equipment Operator, Sr.		0	0	1			
Heavy Equipment Operator		2	2	2			
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 245 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 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
340	Fleet Maintenance							
	51100	Salaries Exempt	\$ 179,806	\$ 172,182	\$ 172,348	\$ 173,312	1%	13%
	51110	Salaries Non-Exempt	727,686	753,471	757,978	767,060	2%	56%
	51200	Overtime	5,405	7,000	22,744	7,000	0%	1%
	52100	Social Security/Medicare Tax	67,724	71,348	70,607	72,474	2%	5%
	52200	VRS Retirement	48,545	14,158	14,198	14,509	2%	1%
	52300	Health Insurance	118,300	135,576	136,958	172,932	28%	13%
	52400	VRS Life Insurance	10,658	11,613	11,931	12,120	4%	1%
	52600	Unemployment Insurance	2,432	2,317	1,242	1,248	-46%	0%
	52700	Workers Compensation	32,520	33,638	33,132	26,939	-20%	2%
	53170	Fire Protection	5,166	6,000	6,561	7,000	17%	1%
	53210	Uniform Rental	3,477	3,800	3,471	3,800	0%	0%
	53400	Equipment Maintenance	13,476	18,000	33,344	18,000	0%	1%
	55300	Insurance/Bonding	19,032	20,858	19,596	19,029	-9%	1%
	55400	Equipment Rental	3,160	4,000	2,358	3,500	-13%	0%
	55700	Toll Roads	692	600	794	800	33%	0%
	55810	Membership & Professional Dues	395	425	395	425	0%	0%
	56100	Office Supplies	893	1,000	876	1,000	0%	0%
	56140	Other Operating Supplies	18,914	22,000	22,518	22,000	0%	2%
	56200	Vehicle / Equipment Fuel	7,692	15,400	7,928	15,400	0%	1%
	56220	Vehicle / Equipment Tires	2,960	3,800	2,573	3,800	0%	0%
	56300	Safety Apparel & Equipment	2,376	2,500	2,634	2,500	0%	0%
	56410	Small Equipment	16,839	16,000	11,222	16,000	0%	1%
		Total Expenses	\$ 1,288,148	\$ 1,315,686	\$ 1,335,406	\$ 1,360,848	-2%	100%
	Personnel ~ Full Time Equivalent (FTE)		FY 2016	FY 2017	FY 2018			
	Exempt Positions							
	Vehicle/Equip. Maint. Superintendent		1	1	1			
	Vehicle/Equip. Maint. Supervisor		1	1	1			
	Non-Exempt Positions							
	Lead Equipment Mechanic		2	2	2			
	Equipment Mechanic		6	6	6			
	Field Service Mechanic		1	1	1			
	Tire Mechanic		1	1	1			
	Welder		1	1	1			
	Fleet Support Specialist		1	1	1			
	Storeroom Supervisor		1	1	1			
	Storekeeper		1	1	1			
	Total		16	16	16			



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 2 shifts; a daytime shift from 9 a.m. to 5 p.m. and a nighttime shift from 8 p.m. to 4 a.m. SPSA owns 53 tractors and 71 municipal solid waste trailers.

Waste Tonnages Hauled and Miles Driven					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Tons	607,682	601,075	635,602	647,247	547,706
Miles	937,227	886,328	864,995	839,166	734,062

Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
350	Transportation							
	51100	Salaries Exempt	\$ 128,528	\$ 134,599	\$ 129,621	\$ 138,185	3%	4%
	51110	Salaries Non-Exempt	1,396,975	1,554,588	1,391,038	1,450,388	-7%	39%
	51200	Overtime	126,735	100,000	239,782	160,000	60%	4%
	52100	Social Security/Medicare Tax	121,836	136,873	129,788	133,766	-2%	4%
	52200	VRS Retirement	78,072	26,934	23,423	24,047	-11%	1%
	52300	Health Insurance	257,775	311,045	283,625	358,391	15%	10%
	52400	VRS Life Insurance	17,025	20,740	18,824	19,254	-7%	1%
	52600	Unemployment Insurance	5,987	6,299	3,548	2,925	-54%	0%
	52700	Workers Compensation	64,284	64,629	68,028	68,344	6%	2%
	53210	Uniform Rental	6,512	7,800	6,428	7,800	0%	0%
	53400	Equipment Maintenance	296,093	300,000	331,593	300,000	0%	8%
	53410	Building / Site Maintenance	25,647	4,600	8,460	4,600	0%	0%
	55300	Insurance/Bonding	54,646	83,121	51,312	49,126	-41%	1%
	55400	Equipment Rental	1,733	1,890	1,481	1,890	0%	0%
	55700	Toll Roads	143,376	140,000	153,143	156,000	11%	4%
	56100	Office Supplies	117	500	169	500	0%	0%
	56140	Other Operating Supplies	4,379	5,500	7,752	5,500	0%	0%
	56200	Vehicle / Equipment Fuel	285,670	622,160	311,101	622,160	0%	17%
	56220	Vehicle / Equipment Tires	150,878	170,000	124,830	170,000	0%	5%
	56300	Safety Apparel & Equipment	3,846	6,000	6,225	7,000	17%	0%
		Total Expenses	\$ 3,170,114	\$ 3,697,278	\$ 3,290,170	\$ 3,679,876	0%	100%
	Personnel - Full Time Equivalent (FTE)		FY 2016	FY 2017	FY 2018			
	Exempt Positions							
	Transportation Superintendent		0.5	0.5	0.5			
	Transportation Manager		1	1	1			
	Non-Exempt Positions							
	Lead Transfer Vehicle Operator		2	2	2			
	Transfer Vehicle Operator (TVO)		34	34	30			
	Transfer Vehicle Operator (TVO) Part time		3	3	2			
	Total		40.5	40.5	35.5			



Boykins Convenience Center

18448 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 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
361	Boykins Convenience Center						
53320	Grounds Maintenance	\$ 4,286	\$ 4,547	\$ 4,197	\$ 4,638	2%	21%
53400	Equipment Maintenance	2,566	1,500	9,034	1,500	0%	7%
53410	Building / Site Maintenance	654	5,500	337	5,500	0%	25%
53800	Permits	4,785	4,775	4,775	4,829	1%	22%
55100	Electricity	1,048	1,000	980	1,200	20%	6%
55300	Insurance/Bonding	348	330	324	325	-2%	1%
55420	Land Lease Payment	3,500	3,500	3,500	3,500	0%	16%
56140	Other Operating Supplies	266	300	72	300	0%	1%
	Total Expenses	\$ 17,453	\$ 21,452	\$ 23,220	\$ 21,792	2%	100%



Chesapeake Transfer Station

901 Hollowell Lane
Chesapeake, Virginia

Hours of Operation:

Monday - Friday	7 a.m. - 3 p.m.
Saturday	7 a.m. - Noon

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 2012	FY 2013	FY 2014	FY 2015	FY 2016
Municipal	80,992	80,831	84,004	83,311	85,953
Navy	1	1	0	0	32
Commercial	64,412	56,054	58,732	57,719	49,653
Total	145,405	136,886	142,736	141,030	135,638

Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
362		Chesapeake Transfer Station						
	51100	Salaries Exempt	\$ 64,012	\$ 66,506	\$ 70,903	\$ 68,501	3%	12%
	51110	Salaries Non-Exempt	147,826	171,237	173,494	178,294	4%	31%
	51200	Overtime	9,271	8,500	16,226	14,100	66%	2%
	52100	Social Security/Medicare Tax	16,082	18,838	19,402	19,959	6%	3%
	52200	VRS Retirement	12,103	4,020	3,777	3,978	-1%	1%
	52300	Health Insurance	50,300	63,497	52,779	65,118	3%	11%
	52400	VRS Life Insurance	2,629	3,024	3,085	3,232	7%	1%
	52600	Unemployment Insurance	1,779	900	489	473	-47%	0%
	52700	Workers Compensation	8,880	9,527	9,288	7,522	-21%	1%
	53210	Uniform Rental	1,368	1,204	1,372	1,204	0%	0%
	53320	Grounds Maintenance	9,295	11,800	7,020	11,800	0%	2%
	53400	Equipment Maintenance	54,407	40,000	63,168	40,000	0%	7%
	53410	Building / Site Maintenance	30,120	60,000	51,993	40,000	-33%	7%
	53800	Permits	4,785	4,775	4,775	4,829	1%	1%
	55100	Electricity	9,295	11,000	9,547	11,000	0%	2%
	55130	Water / Sewer	1,403	1,200	974	1,300	8%	0%
	55220	Radio Communications	977	1,500	-	1,500	0%	0%
	55300	Insurance/Bonding	7,236	7,402	7,584	7,692	4%	1%
	55510	Travel and Training	-	350	275	350	0%	0%
	56100	Office Supplies	293	500	263	500	0%	0%
	56140	Other Operating Supplies	1,300	1,200	1,477	1,200	0%	0%
	56200	Vehicle / Equipment Fuel	20,747	37,240	23,377	37,240	0%	6%
	56220	Vehicle / Equipment Tires	61,737	62,000	60,801	62,000	0%	11%
	56300	Safety Apparel & Equipment	1,838	2,600	1,191	2,600	0%	0%
		Total Expenses	\$ 517,682	\$ 588,820	\$ 583,259	\$ 584,392	-1%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
		Exempt Positions						
		Transfer Station Superintendent	0.06	0.06	0.07			
		Transfer Station Supervisor	1	1	1			
		Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	1	1	1			
		Heavy Equipment Operator	2	2	2			
		Transfer Station Field Specialist	0.3	0.15	0.00			
		Solid Waste Assistant	1	2	2			
		Total	5.36	6.21	6.07			



Franklin Transfer Station

30521 General Thomas Highway
Franklin, Virginia

Hours of Operation:

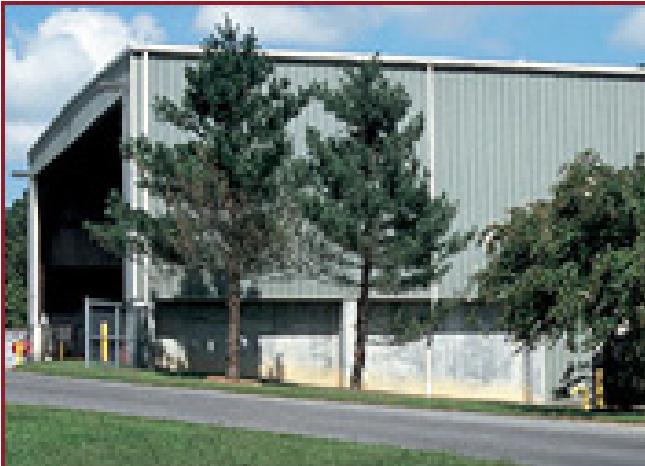
Monday - Friday	8 a.m. – 3 p.m.
Saturday	8 a.m. - Noon

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 a non-SPSA landfill by a Wheelabrator contractor.

SPSA owns the land and improvements of this transfer station.

Waste Tonnages Received					
Waste Type	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Municipal	13,283	11,535	11,796	12,129	12,516
Commercial	9,121	8,430	9,164	10,545	9,244
Total	22,404	19,965	20,960	22,674	21,760

Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
363		Franklin Transfer Station						
	51100	Salaries Exempt	\$ 34,359	\$ 33,074	\$ 33,990	\$ 34,066	3%	13%
	51110	Salaries Non-Exempt	117,530	120,304	78,090	95,250	-21%	35%
	51200	Overtime	15	816	684	820	0%	0%
	52100	Social Security/Medicare Tax	11,405	11,796	8,413	9,956	-16%	4%
	52200	VRS Retirement	7,381	2,381	1,887	2,365	-1%	1%
	52300	Health Insurance	21,955	25,487	19,176	29,274	15%	11%
	52400	VRS Life Insurance	1,650	1,931	1,473	1,693	-12%	1%
	52600	Unemployment Insurance	511	538	301	278	-48%	0%
	52700	Workers Compensation	5,748	5,958	5,820	3,793	-36%	1%
	53210	Uniform Rental	925	1,052	846	1,052	0%	0%
	53320	Grounds Maintenance	4,378	4,466	4,122	4,466	0%	2%
	53400	Equipment Maintenance	13,920	16,000	18,091	16,000	0%	6%
	53410	Building / Site Maintenance	11,933	27,000	18,007	31,000	15%	11%
	53800	Permits	4,785	4,775	4,775	4,829	1%	2%
	55100	Electricity	2,045	2,400	1,817	2,400	0%	1%
	55220	Radio Communications	-	1,500	612	1,500	0%	1%
	55300	Insurance/Bonding	4,524	5,342	4,980	4,802	-10%	2%
	55510	Travel and Training	281	350	199	350	0%	0%
	56100	Office Supplies	326	450	215	400	-11%	0%
	56140	Other Operating Supplies	252	300	334	300	0%	0%
	56200	Vehicle / Equipment Fuel	6,432	11,480	6,640	11,480	0%	4%
	56220	Vehicle / Equipment Tires	7,755	14,000	8,018	14,000	0%	5%
	56300	Safety Apparel & Equipment	550	900	1,043	900	0%	0%
		Total Expenses	\$ 258,658	\$ 292,300	\$ 219,535	\$ 270,974	-7%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
		Exempt Positions						
		Transfer Station Superintendent	0.06	0.06	0.07			
		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			
		Transfer Station Field Specialist	0.3	0.15	0.00			
Note		Heavy Equipment Operator	2	2	2			
		Total	3.86	3.71	3.57			



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 a non-SPSA landfill by a Wheelabrator contractor.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016
Municipal	16,919	16,908	16,959	15,796	16,198
Commercial	6,936	5,748	6,465	6,434	7,732
Total	23,855	22,656	23,424	22,230	23,930

Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
364	Isle of Wight Transfer Station						
51100	Salaries Exempt	\$ 29,446	\$ 33,074	\$ 35,756	\$ 34,066	3%	12%
51110	Salaries Non-Exempt	95,019	112,587	113,819	112,048	0%	39%
51200	Overtime	4	816	768	700	-14%	0%
52100	Social Security/Medicare Tax	8,900	11,205	10,913	11,231	0%	4%
52200	VRS Retirement	7,443	2,475	2,257	2,264	-9%	1%
52300	Health Insurance	30,719	36,659	35,642	42,510	16%	15%
52400	VRS Life Insurance	1,589	1,853	1,815	1,913	3%	1%
52600	Unemployment Insurance	571	538	358	278	-48%	0%
52700	Workers Compensation	5,448	5,659	5,532	4,269	-25%	1%
53210	Uniform Rental	689	1,260	660	1,260	0%	0%
53320	Grounds Maintenance	3,527	4,000	3,597	4,000	0%	1%
53400	Equipment Maintenance	14,796	17,000	22,699	17,000	0%	6%
53410	Building / Site Maintenance	9,158	21,500	7,048	23,275	8%	8%
53800	Permits	4,785	4,775	4,775	4,829	1%	2%
55100	Electricity	1,937	2,500	2,290	2,500	0%	1%
55220	Radio Communications	-	1,000	600	1,000	0%	0%
55300	Insurance/Bonding	3,468	3,618	3,240	3,145	-13%	1%
55510	Travel and Training	-	-	-	120	N/A	0%
56100	Office Supplies	28	400	174	300	-25%	0%
56140	Other Operating Supplies	380	500	339	500	0%	0%
56200	Vehicle / Equipment Fuel	4,224	7,700	4,242	7,700	0%	3%
56220	Vehicle / Equipment Tires	9,727	14,000	8,011	14,000	0%	5%
56300	Safety Apparel & Equipment	309	1,000	799	1,000	0%	0%
	Total Expenses	\$ 232,165	\$ 284,119	\$ 265,334	\$ 289,908	2%	100%
	Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
	Exempt Positions						
	Transfer Station Superintendent	0.06	0.06	0.07			
	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			
	Transfer Station Field Specialist	0.3	0.15	0.00			
Note	Heavy Equipment Operator	2	2	2			
	Total	3.86	3.71	3.57			



Ivor Convenience Center

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 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
365	Ivor Convenience Center							
	53320	Grounds Maintenance	\$ 6,438	\$ 6,830	\$ 6,304	\$ 6,967	2%	35%
	53400	Equipment Maintenance	264	1,500	85	1,500	0%	8%
	53410	Building / Site Maintenance	161	4,950	1,229	4,950	0%	25%
	53800	Permits	4,785	4,775	4,775	4,829	1%	24%
	55100	Electricity	972	1,000	1,311	1,175	18%	6%
	55300	Insurance/Bonding	132	133	84	88	-34%	0%
	56140	Other Operating Supplies	89	240	120	240	0%	1%
		Total Expenses	\$ 12,841	\$ 19,428	\$ 13,907	\$ 19,749	2%	100%



Landstown Transfer Station

1825 Concert Drive
Virginia Beach, Virginia

Hours of Operation:

Monday - Friday 5 a.m. – 5 p.m.
Saturday 7 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. In FY 2015 the main building and the two scalehouse were pressure washed and painted.

SPSA owns the improvements on the land which is leased to SPSA by the City of Va. Beach. SPSA has a unilateral right to extend such lease for an additional 30 years upon providing the City with 30 days' notice. The current lease expires December 30, 2047.

Waste Tonnages Received					
Waste Type	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Municipal	102,443	100,596	96,868	100,849	101,492
Navy	1,717	1,748	1,480	1,884	1,712
Commercial	82,453	74,221	71,120	74,233	59,822
Total	186,613	176,565	169,468	176,966	163,026

Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
366	Landstown Transfer Station						
51100	Salaries Exempt	\$ 73,565	\$ 65,501	\$ 88,332	\$ 77,579	18%	7%
51110	Salaries Non-Exempt	270,117	294,685	287,209	292,317	-1%	27%
51200	Overtime	12,011	14,000	12,088	14,500	4%	1%
52100	Social Security/Medicare Tax	26,076	28,625	27,745	29,405	3%	3%
52200	VRS Retirement	18,818	6,357	6,054	6,411	1%	1%
52300	Health Insurance	63,320	76,400	94,862	126,711	66%	12%
52400	VRS Life Insurance	3,987	4,581	4,530	4,810	5%	0%
52600	Unemployment Insurance	2,113	1,335	870	708	-47%	0%
52700	Workers Compensation	13,584	14,486	14,112	11,048	-24%	1%
53210	Uniform Rental	2,137	3,100	2,088	3,100	0%	0%
53320	Grounds Maintenance	28,505	35,450	13,297	35,450	0%	3%
53400	Equipment Maintenance	54,652	65,000	57,680	60,000	-8%	5%
53410	Building / Site Maintenance	53,526	65,496	46,409	110,748	69%	10%
53800	Permits	4,785	4,775	4,775	4,829	1%	0%
55100	Electricity	38,249	40,000	40,543	41,000	3%	4%
55130	Water / Sewer	13,116	14,000	15,634	14,000	0%	1%
55220	Radio Communications	-	1,000	998	1,000	0%	0%
55300	Insurance/Bonding	13,992	13,712	15,696	15,233	11%	1%
55510	Travel and Training	244	600	292	600	0%	0%
56100	Office Supplies	200	400	672	500	25%	0%
56140	Other Operating Supplies	1,721	1,900	1,889	1,900	0%	0%
56200	Vehicle / Equipment Fuel	26,448	52,080	30,804	52,080	0%	5%
56220	Vehicle / Equipment Tires	179,319	179,000	177,147	186,000	4%	17%
56300	Safety Apparel & Equipment	2,073	2,900	2,872	2,900	0%	0%
	Total Expenses	\$ 902,558	\$ 985,383	\$ 946,596	\$ 1,092,829	11%	100%
	Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
	Exempt Positions						
	Transfer Station Superintendent	0.06	0.06	0.08			
	Transfer Station Supervisor	1	1	1			
	Non-Exempt Positions						
	Heavy Equipment Operator, Sr.	3	3	3			
	Heavy Equipment Operator	3	3	3			
	Transfer Station Field Specialist	0.3	0.15	0.00			
	Solid Waste Assistant	2	2	2			
	Total	9.36	9.21	9.08			



Norfolk Transfer Station

3136 Woodland Avenue
Norfolk, Virginia

Hours of Operation:

Monday - Friday 5 a.m. – 5 p.m.
Saturday (commercial only) 7 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. The Transfer Station operates 24 hours per day Monday through Saturday and half a day on Sunday. The Transfer Station stores as much waste as possible during the day for transport to the refuse derived fuel (RDF) plant at night.

SPSA owns the land and improvements on this property.

Waste Tonnages Received					
Waste Type	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Municipal	77,489	75,990	70,238	72,430	77,930
Navy	15,394	15,471	13,965	13,792	14,479
Commercial	130,626	127,820	131,254	131,985	103,566
Total	223,509	219,281	215,457	218,208	195,975

Cost Center	Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
367		Norfolk Transfer Station						
	51100	Salaries Exempt	\$ 70,712	\$ 68,817	\$ 78,734	\$ 77,135	12%	7%
	51110	Salaries Non-Exempt	345,338	356,800	323,595	327,566	-8%	29%
	51200	Overtime	11,397	22,950	20,781	30,000	31%	3%
	52100	Social Security/Medicare Tax	32,317	34,315	31,980	33,255	-3%	3%
	52200	VRS Retirement	21,907	6,816	6,096	6,470	-5%	1%
	52300	Health Insurance	64,517	74,768	69,698	79,373	6%	7%
	52400	VRS Life Insurance	4,806	5,413	4,891	5,300	-2%	0%
	52600	Unemployment Insurance	2,187	1,624	783	786	-52%	0%
	52700	Workers Compensation	16,392	17,370	16,920	12,481	-28%	1%
	53210	Uniform Rental	2,424	2,750	2,168	2,750	0%	0%
	53320	Grounds Maintenance	11,905	15,000	9,649	15,000	0%	1%
	53400	Equipment Maintenance	70,463	70,000	81,095	70,000	0%	6%
	53410	Building / Site Maintenance	53,442	78,269	70,019	92,169	18%	8%
	53800	Permits	4,785	4,775	4,775	4,829	1%	0%
	55100	Electricity	27,600	30,000	26,201	30,000	0%	3%
	55130	Water / Sewer	4,660	6,000	5,838	6,000	0%	1%
	55220	Radio Communications	1,271	1,500	913	1,500	0%	0%
	55300	Insurance/Bonding	15,264	15,245	16,860	16,027	5%	1%
	55510	Travel and Training	293	400	225	400	0%	0%
	56100	Office Supplies	502	900	738	900	0%	0%
	56140	Other Operating Supplies	2,268	2,300	818	2,300	0%	0%
	56200	Vehicle / Equipment Fuel	36,559	73,500	42,649	73,500	0%	7%
	56220	Vehicle / Equipment Tires	218,507	224,000	216,562	231,000	3%	21%
	56300	Safety Apparel & Equipment	2,942	3,500	1,998	3,500	0%	0%
	56410	Small Equipment	480	5,000	-	3,000	-40%	0%
		Total Expenses	\$ 1,022,940	\$ 1,122,012	\$ 1,033,985	\$ 1,125,241	0%	100%
		Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
		Exempt Positions						
		Transfer Station Superintendent	0.06	0.06	0.08			
		Transfer Station Supervisor	1	1	1			
		Non-Exempt Positions						
		Heavy Equipment Operator, Sr.	4	4	4			
		Heavy Equipment Operator	4	4	3			
		Transfer Station Field Specialist	0.3	0.15	0.00			
		Solid Waste Assistant	2	2	2			
		Total	11.36	11.21	10.08			



Oceana Transfer Station

2025 Virginia Beach Boulevard
Virginia Beach, Virginia

Hours of Operation:

Monday-Friday 6 a.m. – 3 p.m.

Saturday (April – September) 7 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 staged trailers are transported at night to benefit from light traffic conditions thereby improving operational efficiencies. 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 2012	FY 2013	FY 2014	FY 2015	FY 2016
Municipal	30,695	27,738	27,593	26,178	26,211
Navy	2,908	2,583	2,502	2,372	2,359
Commercial	68,178	63,508	58,587	55,411	46,166
Total	101,781	93,829	88,682	83,961	74,736

Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
368	Oceana Transfer Station						
51100	Salaries Exempt	\$ 68,345	\$ 68,668	\$ 46,183	\$ 60,083	-13%	12%
51110	Salaries Non-Exempt	144,857	152,632	171,683	150,334	-2%	30%
51200	Overtime	424	510	442	510	0%	0%
52100	Social Security/Medicare Tax	15,677	16,968	15,991	16,136	-5%	3%
52200	VRS Retirement	11,479	3,588	3,736	3,391	-5%	1%
52300	Health Insurance	39,498	45,149	48,503	53,010	17%	11%
52400	VRS Life Insurance	2,489	2,795	2,924	2,736	-2%	1%
52600	Unemployment Insurance	1,209	755	626	395	-48%	0%
52700	Workers Compensation	8,352	8,580	8,364	6,097	-29%	1%
53210	Uniform Rental	1,084	1,500	1,138	1,500	0%	0%
53320	Grounds Maintenance	9,316	13,240	5,505	13,240	0%	3%
53400	Equipment Maintenance	33,632	32,000	37,726	35,000	9%	7%
53410	Building / Site Maintenance	35,166	52,909	39,792	39,469	-25%	8%
53800	Permits	4,785	4,775	4,775	4,829	1%	1%
55100	Electricity	2,293	3,000	2,131	3,000	0%	1%
55130	Water / Sewer	7,714	8,642	7,615	8,642	0%	2%
55220	Radio Communications	-	1,000	52	1,000	0%	0%
55300	Insurance/Bonding	5,156	5,396	5,252	5,021	-7%	1%
55510	Travel and Training	294	300	225	300	0%	0%
56100	Office Supplies	266	300	283	350	17%	0%
56140	Other Operating Supplies	769	1,100	288	1,100	0%	0%
56200	Vehicle / Equipment Fuel	11,435	28,280	13,566	25,480	-10%	5%
56220	Vehicle / Equipment Tires	61,698	62,000	60,801	66,000	6%	13%
56300	Safety Apparel & Equipment	1,365	1,400	792	1,400	0%	0%
	Total Expenses	\$ 467,302	\$ 515,487	\$ 478,393	\$ 499,023	-3%	100%
	Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
	Exempt Positions						
	Transfer Station Superintendent	0.06	0.06	0.07			
	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	5.36	5.21	5.07			



Suffolk Transfer Station

1 Bob Foeller Drive
Suffolk, Virginia

Hours of Operation:

Monday - Friday 7 a.m. - 4 p.m.
Saturday 7 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 2012	FY 2013	FY 2014	FY 2015	FY 2016
Municipal	47,213	43,310	41,943	44,568	47,870
Navy	208	67	47	6	38
Commercial	21,427	18,973	19,997	20,500	17,192
Total	68,848	62,350	61,988	65,075	65,100

Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
369	Suffolk Transfer Station						
51100	Salaries Exempt	\$ 78,150	\$ 79,101	\$ 81,514	\$ 81,474	3%	17%
51110	Salaries Non-Exempt	141,085	144,380	136,856	144,141	0%	30%
51200	Overtime	519	1,500	7,679	4,000	167%	1%
52100	Social Security/Medicare Tax	15,864	17,211	16,411	17,566	2%	4%
52200	VRS Retirement	11,709	3,648	3,411	3,645	0%	1%
52300	Health Insurance	42,731	51,293	44,177	54,846	7%	11%
52400	VRS Life Insurance	2,537	2,842	2,783	2,944	4%	1%
52600	Unemployment Insurance	734	755	377	395	-48%	0%
52700	Workers Compensation	8,328	8,703	8,484	6,630	-24%	1%
53210	Uniform Rental	1,259	1,235	1,169	1,235	0%	0%
53320	Grounds Maintenance	10,615	15,000	-	-	-100%	0%
53400	Equipment Maintenance	34,565	35,000	33,471	35,000	0%	7%
53410	Building / Site Maintenance	11,891	18,800	19,069	23,800	27%	5%
53800	Permits	4,785	4,775	4,775	4,829	1%	1%
55100	Electricity	15,762	19,000	16,373	19,000	0%	4%
55220	Radio Communications	913	1,000	90	1,000	0%	0%
55300	Insurance/Bonding	9,000	8,739	9,624	9,033	3%	2%
55510	Travel and Training	225	300	50	300	0%	0%
56100	Office Supplies	86	250	158	250	0%	0%
56140	Other Operating Supplies	2,120	3,000	1,430	2,500	-17%	1%
56200	Vehicle / Equipment Fuel	9,605	17,640	11,496	17,640	0%	4%
56220	Vehicle / Equipment Tires	42,514	45,000	42,513	47,000	4%	10%
56300	Safety Apparel & Equipment	707	1,100	514	1,100	0%	0%
	Total Expenses	\$ 445,701	\$ 480,272	\$ 442,425	\$ 478,328	0%	100%
	Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
	Exempt Positions						
	Transfer Station Superintendent	0.06	0.06	0.07			
	Transfer Station Supervisor	1	1	1			
	Non-Exempt Positions						
	Heavy Equipment Operator, Sr.	1	1	1			
	Heavy Equipment Operator	1	1	1			
	Transfer Station Field Specialist	0.3	0.15	0.00			
	Solid Waste Assistant	2	2	2			
	Total	5.36	5.21	5.07			



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, Suffolk Regional Landfill/Transfer Station and the Wheelabrator RDF Plant in Portsmouth. 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. This data is also transmitted to Wheelabrator on a daily basis for their use in billing Wheelabrator 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 2012	FY 2013	FY 2014	FY 2015	FY 2016
Chesapeake Transfer Station	37,740	38,396	41,205	42,521	40,015
Franklin Transfer Station	10,580	9,944	11,000	11,814	9,728
Isle of Wight Transfer Station	11,950	11,223	13,807	14,869	14,185
Norfolk Transfer Station	64,313	67,669	67,119	66,347	60,520
Oceana Transfer Station	16,458	15,500	14,561	13,351	10,510
Suffolk Scalehouse					
Suffolk Transfer Station	49,214	45,003	42,856	42,277	36,519
Suffolk Regional Landfill	20,086	23,141	37,683	30,211	26,471
Tire Shredder	1,833	1,765	1,898	2,032	2,170
BiMetals	1,316	1,581	1,754	1,597	0
TOTALS	328,955	333,557	349,051	343,050	304,202

Cost Center Object	Line Item Description	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
370	Scalehouse Operations						
	51110 Salaries Non-Exempt	\$ 368,781	\$ 347,982	\$ 371,191	\$ 372,586	7%	65%
Note	51200 Overtime	7,347	7,500	30,531	30,205	303%	5%
	52100 Social Security/Medicare Tax	27,838	27,194	29,089	30,814	13%	5%
	52200 VRS Retirement	16,718	4,527	4,540	4,607	2%	1%
	52300 Health Insurance	63,683	64,968	85,094	105,588	63%	19%
	52400 VRS Life Insurance	3,671	3,713	3,836	3,894	5%	1%
	52600 Unemployment Insurance	1,916	1,738	931	936	-46%	0%
	52700 Workers Compensation	252	235	240	233	-1%	0%
	53210 Uniform Rental	417	1,000	792	832	-17%	0%
	53410 Building / Site Maintenance	1,028	5,000	855	5,000	0%	1%
	55300 Insurance/Bonding	4,260	4,882	3,924	4,506	-8%	1%
	55510 Travel and Training	241	1,440	579	1,440	0%	0%
	56100 Office Supplies	3,934	4,500	4,067	4,000	-11%	1%
	56140 Other Operating Supplies	3,782	3,090	6,472	4,200	36%	1%
	Total Expenses	\$ 503,866	\$ 477,769	\$ 542,141	\$ 568,841	19%	100%
	Personnel ~ Full Time Equivalent (FTE)	FY 2016	FY 2017	FY 2018			
	Non-Exempt Positions						
	Lead Scale Attendant	2	2	2			
	Scale Attendant	8	7	7			
	Scale Attendant Part time	2.18	2.18	2.25			
	Total	12.18	11.18	11.25			

Operating Expenses ~ Other Expenses								
			FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	% Change	% Total
Other Contractual Expenses								
Note A	59100	Va. Beach Ash & Residue Agreement	\$ 855,971	\$ -	\$ -	\$ -	N/A	0%
	59110	Service Fee to Wheelabrator Portsmouth						
		Annual Fee Paid over 12 Months	23,820,000	24,500,000	24,500,000	14,677,421	-40%	
		Less: Steam Energy Revenue	(892,893)	(903,100)	(887,394)	(442,360)	-51%	
		Less: SPSA Hauling Fee	(2,819,625)	(2,847,000)	(2,974,244)	(1,502,381)	-47%	
		Less: Loading Fee	(312,582)	(250,000)	(319,829)	(146,888)	-41%	
		Less: Proprietary Waste Revenue	(111,464)	(95,000)	(102,739)	(40,983)	-57%	
		Less: Fuel Surcharge	(40,693)	-	(67,430)	(45,611)	N/A	
		Less: Overtime Per Addendum 4	(51,952)	(53,000)	(52,519)	(30,303)	-43%	
		Less: Cost for Ash Disposal	(887,994)	(900,000)	(872,100)	(431,252)	-52%	
		Less: Diverted Waste Disposed by SPS	(87,876)	-	(634,296)	-	N/A	
		Net Fee to Wheelabrator	18,614,921	19,451,900	18,589,450	12,037,643	-38%	61%
Note C	59115	Service Fee to Wheelabrator Portsmouth	-	-	-	5,931,250	N/A	30%
	59120	Waste Hauling & Disposal Agreement	-	-	-	1,764,000	N/A	9%
		Total Other Contractual Expenses	\$ 19,470,892	\$ 19,451,900	\$ 18,589,450.23	\$ 19,732,893	1%	91%
Capital Improvement / Equipment Replacement								
Note B	59000	Capital Expenses / Equipment Replacer	\$ 2,186,231	\$ 1,532,792	\$ 1,168,611	\$ 6,645,906	334%	100%
Debt Service								
Note B	59410	Debt Service	\$ 9,952,340	\$ 10,735,977	\$ 10,735,980	\$ 2,559,277	-76%	100%
		Total Debt Service	\$ 9,952,340	\$ 10,735,977	\$ 10,735,980	\$ 2,559,277	-76%	100%
Deposit to Trust Funds								
Note A	59210	Virginia Beach Environmental Trust Fund	\$ 5,000	\$ -	\$ -	\$ -	N/A	0.0%
	59220	Suffolk Environmental Trust Fund	5,000	5,000	5,000	5,000	0%	100.0%
		Total Trust Fund Deposits	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	0%	100%
	59991	Tip Fee Stabilization Credit to Localities	\$ -	\$ -	\$ 3,121,150	\$ -	N/A	N/A

Note A: The Ash & Residue Agreement with Va. Beach ended 12/31/2015.

Note B: Please see Appendix for more information.

Note C: Service Fee to Wheelabrator Portsmouth is for Addendum 6 beginning January 25, 2018.

Strategic Operating Plan

IN THIS SECTION:

- Strategic Operating Plan

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SOUTHEASTERN PUBLIC SERVICE AUTHORITY
OF VIRGINIA

STRATEGIC OPERATING PLAN

MEMBER MUNICIPALITIES:

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

Effective January 25, 2018

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Appendix A: Definitions

Appendix B: Northwest River Watershed

STRATEGIC OPERATING PLAN

SOUTHEASTERN PUBLIC SERVICE AUTHORITY

1.0 INTRODUCTION

The Southeastern Public Service Authority of Virginia (“SPSA” or the “Authority”) is a public body politic and corporate and a political subdivision of the Commonwealth of Virginia. SPSA was created in 1976 under the Virginia Water and Waste Authorities Act for the purpose of operating a regional solid waste disposal system for its eight (8) members including the Cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk and Virginia Beach and the Counties of Isle Of Wight and Southampton (the “Member Localities”).

This Strategic Operating Plan (“SOP”) describes and outlines SPSA’s operations and responsibilities as it pertains to the region’s solid waste disposal system. This SOP will be reviewed by the Board of Directors of SPSA on at least an annual basis and, in connection with such reviews, may be revised, amended and/or modified by the Board of Directors in accordance with the terms of Section 10.0 below. This SOP is attached to and incorporated by reference in the Use & Support Agreements effective January 25, 2018.

Core Purpose:	Management of safe and environmentally sound disposal of regional waste.
Philosophy:	SPSA will be a service-oriented, quality-focused organization that continually seeks improvement and cost effectiveness.
Cores Values:	Integrity, excellence, accountability, cooperation, teamwork.
Core Business:	Create, manage and maintain an infrastructure for the disposal of regional waste, including through the operation and management of the regional landfill and all transfer stations and other delivery points, and provide for the transportation of waste.

Certain capitalized terms not otherwise defined in this SOP have the meanings set forth in Appendix A attached hereto.

2.0 GUIDING PRINCIPLES

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

- SPSA will plan, construct and operate its Disposal System in a manner designed to ensure that Member Localities have viable, cost-effective Solid Waste disposal

options for at least the next 20-plus years, consistent with the requirements of the Regional Solid Waste Management Plan for Southeastern Virginia and will periodically reevaluate/reassess (and as and when necessary and appropriate modify) its Disposal System to ensure that SPSA is adapting to evolving waste-disposal needs of its Member Localities.

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

life” of the facility, taking into consideration -- and projecting -- future changes in the quantity of waste disposed of in its landfill.

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

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

Waste customers but also the Member Localities by alleviating waste disposal burdens and obligations which the members might otherwise be required to manage. The definition of “Commercial Waste” and SPSA’s obligations hereunder with respect thereto are included in the “Commercial Waste Guidelines” set forth below in this Strategic Operation Plan.

3.0 ORGANIZATIONAL STRUCTURE

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

SPSA is organized under five (5) distinct divisions:

1. Administrative Division: SPSA’s Administrative Division supports the entire Disposal System. It includes the Executive Office, Human Resources, Accounting, Purchasing, Information Technology, the Regional Office Building and a Safety Department.
2. Fleet Maintenance Division: The Fleet Maintenance Division provides preventive maintenance and repairs to approximately 245 pieces of rolling stock equipment utilized by SPSA in its operations. SPSA currently operates two maintenance facilities: (i) one large 14-bay facility located at the Operations Center on Victory Boulevard in Portsmouth and (ii) one 2-bay facility located at the Regional Landfill in Suffolk. The majority of the equipment is serviced and repaired at the Portsmouth facility. The types of equipment include track dozers and excavators, compactors, articulating dump trucks, wheeled loaders, skid steers, Class 8 tractors, Class 6 vehicles, trailers, pickup trucks and a variety of smaller construction equipment.
3. Regional Landfill Division: The Regional Landfill Division consists of landfill 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 three 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 two facilities, one at the Chesapeake Transfer Station and one at the Franklin Transfer Station, are open based upon a monthly recurring schedule at Chesapeake 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. 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 currently hauled to a non-SPSA landfill by a Wheelabrator contractor. 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 currently hauled to a non-SPSA landfill by a Wheelabrator contractor. 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. Waste is collected and stored on the tipping floor throughout the day then hauled at night. 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.

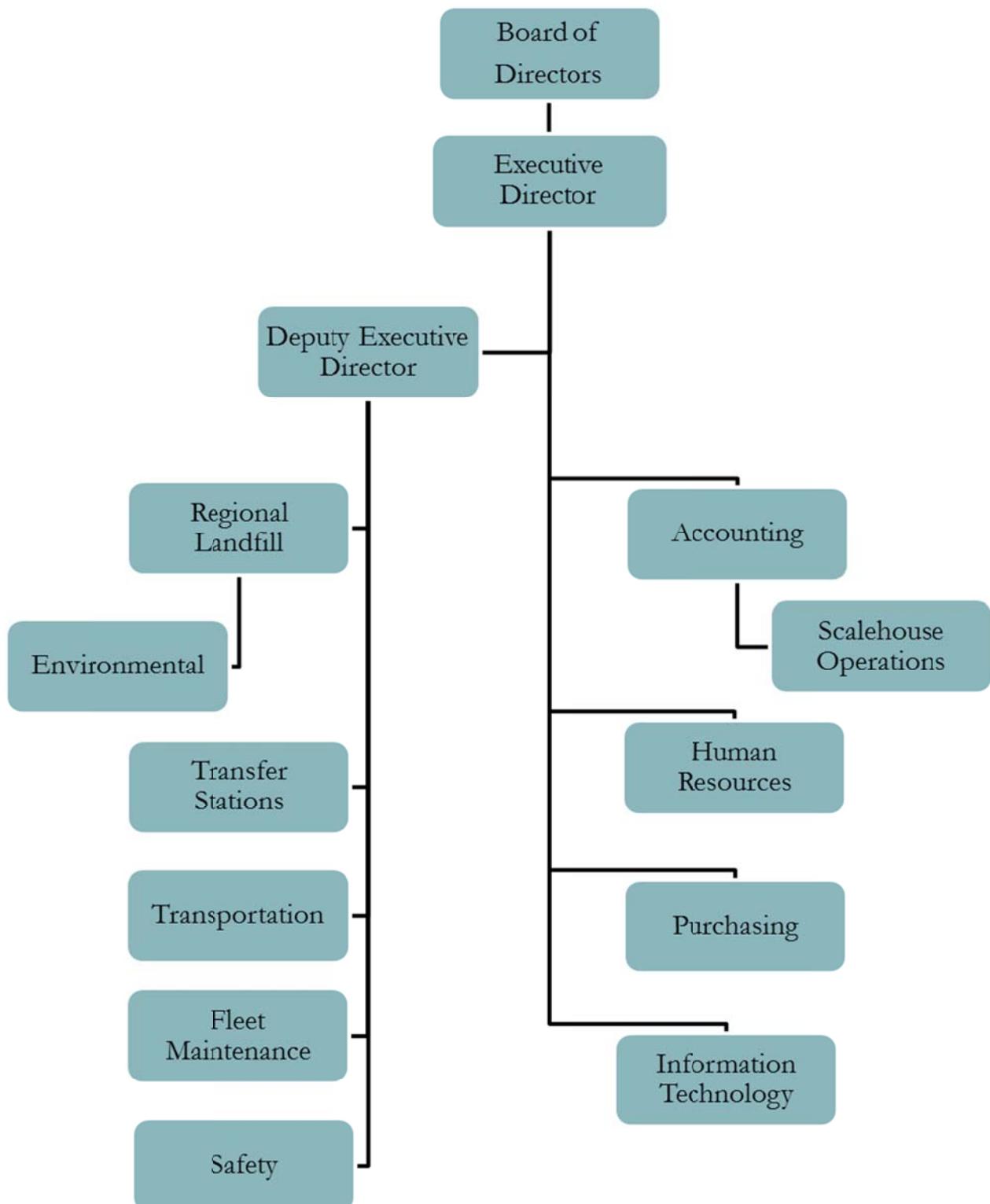
SPSA's scale attendants operate the scale recording devices to capture truck weights and process transactions, including truck information, customer account information, type of waste and associated tipping fee rate, methods of payment and credit card processing. These transactions are uploaded into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

SPSA's Organizational Chart is illustrated as follows:



4.0 OPERATION AND USE OF FACILITIES

1. General

The right to dispose of Solid Waste (excluding Hazardous Waste and certain other Excluded Waste, such as Disaster Waste) at the Delivery Points designated herein is available to any and all persons, corporations and governmental agencies without exclusion under the terms and conditions of this SOP. Use of these facilities, however, is at all times governed by rules and regulations as are adopted by SPSA from time to time and incorporated into this SOP. Member Localities and private haulers must register their respective vehicles with SPSA, including tare weights, prior to use.

In addition, operating hours may be varied from time to time by SPSA to accommodate special circumstances. Notices will be posted at the main entrance of each Delivery Point advising users of regular operating hours and any special operating hours, as well as observed holidays.

2. Delivery Points and Receiving Times

Location	Monday – Friday	Saturday
Chesapeake Transfer Station 901 Hollowell Lane Chesapeake, VA 23320	8 am – 5 pm	8 am – 12 pm
Franklin Transfer Station 30521 General Thomas Highway Franklin, VA 23851	8 am – 3 pm	8 am – 12 pm
Isle of Wight Transfer Station 13191 Foursquare Road Smithfield, VA 23430	8 am – 3 pm	8 am – 12 pm
Landstown Transfer Station 1825 Concert Drive Virginia Beach, VA 23453	8 am – 5 pm	8 am – 12 pm
Norfolk Transfer Station 3136 Woodlake Avenue Norfolk, VA 23504	8 am – 5 pm	8 am – 12 pm
Oceana Transfer Station 2025 Virginia Beach Boulevard Virginia Beach, VA 23462	6 am - 3 pm	8 am – 12 pm
Suffolk Transfer Station Located at the Regional Landfill	8 am – 4 pm	8 am – 12 pm
Regional Landfill (including Tire Shredder) 1 Bob Foeller Drive Suffolk, VA 23434	8 am – 4 pm	8 am to 12 pm
HHW Collection (Regional Landfill) 1 Bob Foeller Drive Suffolk, VA 23434	8 am – 4 pm	8 am – 12 pm

Location	Days and Hours
Boykins Transfer Station 18448 General Thomas Highway Boykins, VA 23827	Tuesday, Thursday, Saturday: 7 am – 7 pm Monday, Wednesday, Friday: Closed
Ivor Transfer Station 36439 General Mahone Blvd. Ivor, VA 23866	Wednesday, Friday, Sunday: 7 am – 7 pm Monday, Tuesday, Thursday, Saturday: Closed

Any changes to the receiving times for these Delivery Points, whether due to policy changes, weather or modifications to the Holiday Schedule described below, or for any other reason, absent emergency, are coordinated with the Member Localities as well as applicable vendors.

3. Holiday Schedule

SPSA's current holiday schedule is as follows:

New Year's Day	January 1st
Lee-Jackson Day*	Friday preceding the 3 rd Monday in January
Martin Luther King, Jr. Day*	Third Monday in January
President's Day *	Third Monday in February
Memorial Day*	Last Monday in May
Independence Day	July 4th
Labor Day*	First Monday in September
Columbus Day*	Second Monday in October
Veteran's Day*	November 11th
Thanksgiving Day	Fourth Thursday in November
FRI following Thanksgiving Day*	Fourth Friday in November
Christmas Day	December 25th

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

4. “Extra” Charges to Member Localities

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

5. Units of Measure

Each Delivery Point is equipped with vehicular scales. All vehicles are weighed with the driver aboard upon arrival. All departing vehicles are then weighed a second time, unless the vehicle tare weights are known. Disposal System Fees (tipping fees), in turn, are charged based upon the

difference between the arrival and departure weights. If the scales at the receiving location are inoperative, the fee is based on the average amount received per vehicle when dumping records for such vehicle for the twelve (12) full months immediately preceding are available or, when such records are not available, the fee is based on the average amount received per vehicle of like size and/or compaction ratio.

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

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

6. Right to Reject Waste

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

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

7. Traffic Guidelines

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

8. Residential Waste Guidelines

Residents of the Member Localities are not charged for disposal of their household waste limited to 12 visits per calendar year. However, starting July 1, 2018, the residents' applicable Member Localities will be charged Disposal System Fees for residential disposal of household waste within the SPSA Disposal System; provided, the foregoing policy of charging the Member Localities for their residents' disposal of household waste shall not apply at the Delivery Points in Boykins and Ivor, which serve residents of Southampton County. Residents may dispose of their household waste during operating hours at each authorized Delivery Point (with the exception of the Norfolk Transfer Station, which permits free disposal to Norfolk residents only on Saturdays between the hours of 8 a.m. and 4 p.m. and Sundays between the hours of Noon and 4 p.m.), but only if the following conditions are met.

- a. Proof of residency (for example, a driver's license or a utility bill).
- b. All household waste, bagged or un-bagged, including furniture, mattresses and small appliances that have a freon-free certification sticker (if applicable) are acceptable.

- c. Yard Waste is acceptable; however, limbs, branches and brush must be less than six feet in length and not greater than 6 inches in diameter.
- d. Disaster Waste may not be delivered to, and will not be accepted by SPSA at, any Delivery Point within the Disposal System (see SPSA's Role in a Storm Event under Section 8.0 below).
- e. Solid Waste that is authorized to be delivered by residents must be delivered in one of the following "*private vehicle or rented pickup truck*":
 - i. Automobiles, station wagons, passenger vans with under 15 seats, sport utility vehicles, pickup trucks (1 ton capacity or smaller) and similar vehicles that are unmarked (with the exception of rental marking) and unmodified (by way of example, but not limitation, vehicles without business decals/markings or equipment racks, such as pipe or ladder racks or similar modifications).
 - ii. Utility trailers, *up to twelve feet in length*, with no visible tools and/or equipment, that are being towed by one of the above-mentioned private vehicles.

These Residential Waste Disposal Guidelines are designed to ensure that residents of the SPSA's Member Localities are entitled to the safe and efficient disposal of their residential Solid Waste. Residents must adhere to all SPSA guidelines, policies and procedures while utilizing the SPSA Disposal System, and failure to do so may result in loss of access to SPSA's facilities.

9. Commercial Waste Guidelines and Operating Procedures

For purposes hereof, "Commercial Waste" is generally defined as Solid Waste that is generated by non-municipal users, such as businesses, industries and multi-family residential properties that are not serviced by municipal collections programs, that does not otherwise constitute Municipal Solid Waste hereunder.

SPSA utilizes its Disposal System to assist in the management and disposal of Commercial Waste pursuant to a Waste Disposal Agreement with non-municipal customers ("Private Hauler Contract") and in accordance with the general guidelines set forth in this SOP (as further described in the following paragraphs). Commercial Waste delivered and received at SPSA Transfer Stations is either contract waste or non-contract waste. Contract waste is waste delivered pursuant to the Private Hauler Agreement.

More specifically, SPSA will receive and accept Commercial Waste at applicable Delivery Points within the Disposal System, and manage or assist in the management and disposal of Commercial Waste through the Disposal System, in each case in accordance with the terms of this Strategic Operating Plan (including, when and as applicable, the Commercial Waste Operating Procedures referenced herein). Commercial Waste customers will be offered access to and the ability to utilize the Delivery Points within the SPSA Disposal System on such terms and conditions, including financial terms, provided for in the Commercial Waste Operating Procedures. The terms and conditions applicable to such Commercial Waste customers and set forth in the Commercial Waste Operating Procedures may vary based on, among other things, the (i) the amount (tonnage) of Commercial Waste delivered into the Disposal System by such customers; and (ii) the type and

nature of the services provided by SPSA to such customers. Commercial Waste services will not subordinate SPSA's commitment to its Members Localities, nor will the Disposal System Fees paid by the Member Localities "subsidize" artificially low rates for Commercial Waste customers; however, SPSA will provide applicable Commercial Waste customers with the same quality services that SPSA members will enjoy, at appropriate Commercial Waste service rates no lower than service rates applicable to Member Localities for the same level of services provided with respect to their Municipal Solid Waste (it being acknowledged that service rates for Commercial Waste customers may be lower than service rates for Member Localities if and to the extent that SPSA provides Commercial Waste customers with less comprehensive services than the services provided by SPSA to Member Localities).

- a. *Commercial Waste Operating Procedures.* Commercial Waste received at SPSA Transfer Stations will be commingled with Municipal Solid Waste and other waste received at its transfer stations. In an effort to optimize hauling operations SPSA will designate certain transfer station(s) and amount(s) of waste for Wheelabrator's third party hauler, MBI, to exclusively haul and dispose of waste.

10. Maintenance and Development of Delivery Points (Transfer Stations) Post-2018

- a. *Transfer Station Ownership/Control.* SPSA owns or leases all Delivery Points included within the SPSA Disposal System as of January 24, 2018 and is responsible for the operation and maintenance of these facilities in accordance with all applicable permits and related rules, regulations and other Applicable Law. If a Delivery Point is leased from a Member Locality (or other third party), then the duration and, to the extent reasonably practical, all other terms of all such leases will be identical unless otherwise specifically agreed by the Board of Directors of SPSA. In addition, any such lease of a Delivery Point from a given Member Locality shall, unless otherwise agreed in writing by the parties, terminate contemporaneously with the withdrawal of the applicable Member Locality from SPSA.
- b. *Transfer Station Projects – Development Costs.* The following provisions address any project involving the construction, renovation, relocation or expansion of a Delivery Point (each, a "Transfer Station Project").
 - i. *Existing Delivery Points.* If a given Transfer Station Project involves the renovation, relocation or expansion of an existing Delivery Point for purposes of maintaining, preserving or improving continued operations of such existing Delivery Point (each, an "Existing Delivery Point"), then (x) such Transfer Station Project in respect of the Existing Delivery Point shall be subject to the approval of SPSA's Board of Directors, and (y) if such Transfer Station Project is duly and validly authorized and approved by the Board, then SPSA shall be responsible for all development costs associated such Transfer Station Project, including but not limited to all soft costs, construction and equipment costs and start-up costs, associated with the corresponding Existing Delivery Point. Notwithstanding anything herein to the contrary, however, if debt will be incurred by SPSA in connection with any such Transfer Station Project involving an Existing Delivery Point, the debt must be approved by the Board of Directors of the Authority in

accordance with all requirements under Applicable Law before the project can commence.

ii. *New Delivery Points.* If a given Transfer Station Project involves the construction, renovation, relocation or expansion of a Delivery Point for any reasons *other* than maintaining or improving continued operations of an Existing Delivery Point (each, a “New Delivery Point”), then (x) the applicable Member Locality shall first propose the Transfer Station Project for such New Delivery Point to SPSA’s Board of Directors, and (y) if such New Delivery Point will be operated and maintained by SPSA, then the Transfer Station Project shall be subject to the approval of SPSA’s Board of Directors. In any event, whether or not any such Transfer Station Project for a New Delivery Point requires approval from SPSA’s Board of Directors, the applicable Member Locality shall be solely responsible for all development costs associated with each and every Transfer Station Project for a New Delivery Point, including but not limited to all soft costs, construction and equipment costs and start-up costs , and any such development costs incurred by SPSA in connection with a Transfer Station Project for a New Delivery Point will be paid to SPSA no less often than monthly by the applicable Member Locality in accordance with a separate “Delivery Point Development Agreement” to be entered into by SPSA and such Member Locality. Notwithstanding the foregoing, however, if the SPSA Board of Directors agrees that a given New Delivery Point is in the best long-term financial interest of SPSA, even if not operationally necessary at that point, then upon approval of the Board of Directors, SPSA may enter into a cost-sharing agreement for development costs associated with the Transfer Station Project for such New Delivery Point, so long as (and to the extent that) the SPSA Board of Directors makes a determination that SPSA’s proposed share of the development costs will not exceed the net value of the New Delivery Point.

c. *Transfer Station Projects – Operational Costs.* From and after the completion of each Transfer Station Project, SPSA shall be responsible for the annual operations and maintenance costs, including where applicable rental/lease and related costs, of (i) each Existing Delivery Point resulting from the Transfer Station Project; and (ii) each New Delivery Point resulting from the Transfer Station Project if (but only if) SPSA and the Member Locality have agreed that such New Delivery Point will be operated and maintained by SPSA.

11. Out-of-Area Waste

Notwithstanding anything in this SOP to the contrary, SPSA shall not under any circumstances facilitate the importation of Out-of-Area Waste, or otherwise accept any Out of Area Waste, for (a) disposal in the Regional Landfill and/or (b) handling/processing/disposal at or by any other Delivery Point included within the Disposal System.

5.0 DESIGNATED DISPOSAL MECHANISM; PLANNING HORIZON

1. Designated Disposal Mechanism.

- a. *Selection Process for Designated Disposal Mechanism.* From time to time, as and when appropriate under the circumstances, and no less often than every seven (7) years, the SPSA Board of Directors (or a subcommittee thereof) and Executive Staff will undertake a comprehensive review of the Designated Disposal Mechanism then being utilized and, further, will assess its viability for future periods of time. While it is ultimately the responsibility of the SPSA Board of Directors to determine the best and most efficient Designated Disposal Mechanism for the Authority and its Member Localities (considering both process and economic factors), in so doing the Board will necessarily seek and consider the input of the Member Localities. (The Board of Directors may also solicit input/guidance from independent professionals in the field as well.) In connection with such review and consideration of the Designated Disposal Mechanism, in consultation with the Member Localities, the Board and Executive Staff may conclude that the Designated Disposal Mechanism then being utilized by SPSA is the most efficient and effective method of waste-disposal or, on the other hand, may determine that it is appropriate and in the best interests of SPSA and the Member Localities to explore alternative waste-disposal options, including (but not limited to) the issuance of one or more Requests for Proposal in accordance with Applicable Law, disposal of Municipal Solid Waste in the Regional Landfill or some other waste-disposal method/mechanism. Based on and following each such periodic review and assessment, Executive Staff will make a final recommendation for the Designated Disposal Mechanism for the applicable future period(s), and Executive Staff shall endeavor to make such recommendation so as to give the SPSA Board of Directors and the Member Localities as much time as is reasonably practicable under the circumstances to consider such recommendation and all relevant considerations. Following such recommendation and, where appropriate, solicitation of input from the Member Localities, SPSA will conduct a vote in accordance with Applicable Law seeking approval from its Board of Directors for the recommended Designated Disposal Mechanism, it being expressly acknowledged and agreed that the approval of any Designated Disposal Mechanism for the Authority is and shall be at the sole discretion of the Board. Notwithstanding the foregoing or anything else in this SOP to the contrary, however, (i) the Designated Disposal Mechanism may not include any landfill constructed, operated or otherwise existing in the Northwest River Watershed (defined as the geographical areas lying within the boundaries delineated as such and specified as the "Northwest River Watershed" on Appendix B attached to this SOP), and (ii) SPSA shall not dispose of any Municipal Solid Waste (or other Solid Waste) in any landfill constructed, operated or otherwise existing in the Northwest River Watershed.
- b. *Designated Disposal Mechanism.* SPSA accepts municipal and commercial solid waste (excluding Hazardous Waste) at nine transfer stations. In 2010, SPSA sold its refuse-derived fuel plant (RDF) and power plant (collectively, the "WTE Facilities") to Wheelabrator Technologies, Inc. (now Wheelabrator Portsmouth Inc.) In connection with the sale, SPSA and Wheelabrator executed a Service Agreement for solid waste disposal services. Pursuant to an amendment of the Service Agreement

(Addendum 6), as of January 25, 2018, waste received at the Chesapeake, Landstown, Norfolk and Oceana transfer stations is hauled and disposed at the WTE Facilities. Waste received at the Franklin, Isle of Wight and Suffolk transfer stations is hauled and disposed at the Regional Landfill.

- c. Bulk Waste collected by or on behalf of Member Localities shall be delivered to SPSA transfer stations beginning July 1, 2018.

2. Planning Horizon.

SPSA prepares, through the use of an independent professional engineer, an annual airspace management report designed to assist in the management of the remaining airspace for the Regional Landfill.

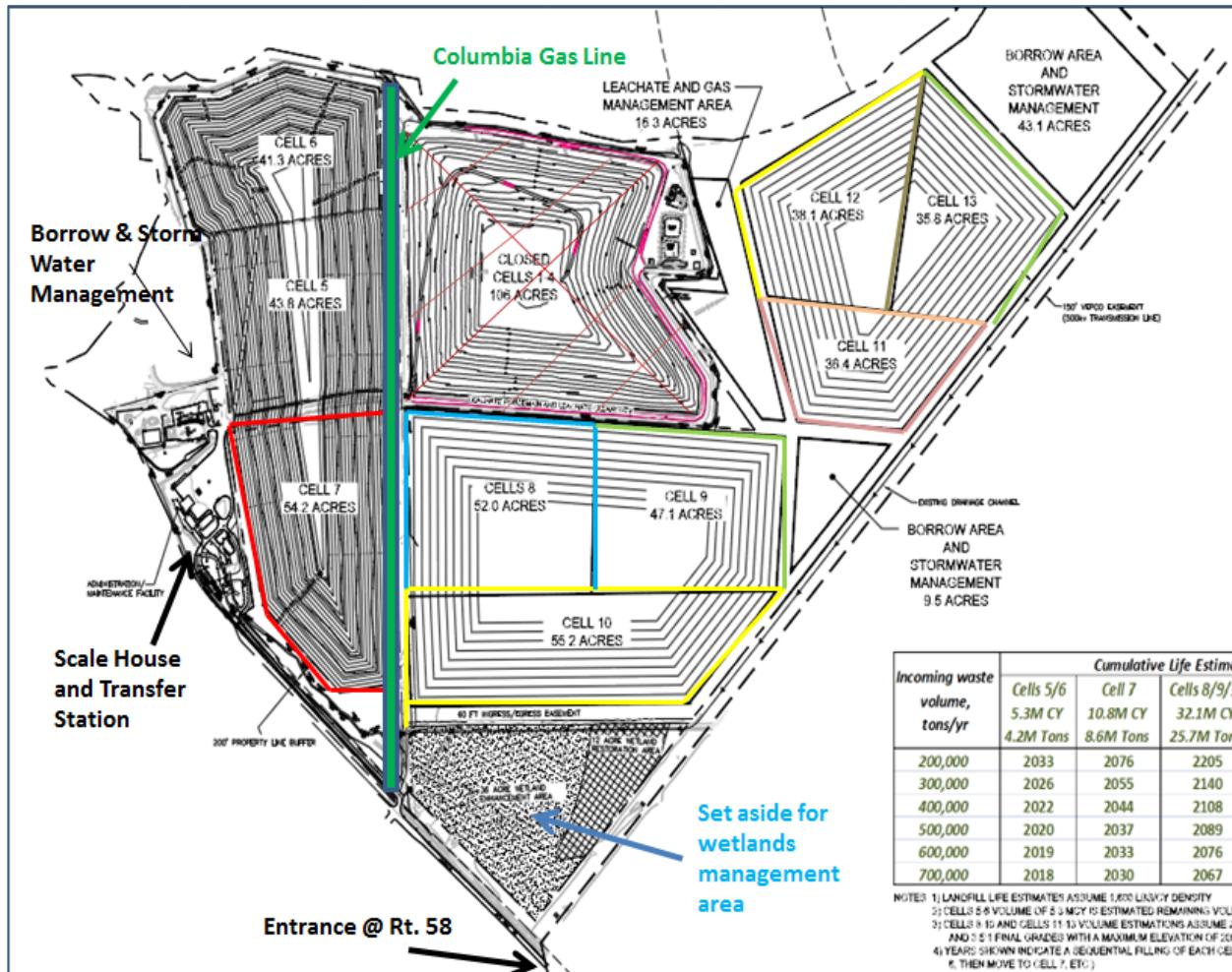
Based on the 2017 report and various assumptions, including annual Solid Waste disposal of approximately 375,000 tons per year, Cells 5 & 6 are currently projected to reach capacity in September 2026.

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 10,800,000 cubic yards, or approximately 9 million tons of Solid Waste.

A conceptual plan has also been developed for the potential expansion of Cells 8 – 13, 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



6.0 BASIS OF ACCOUNTING AND FINANCIAL REPORTING

1. Basis of Accounting and Financial Reporting

SPSA's activities are accounted for in a manner similar to accounting methodologies utilized in the private sector, using the flow of economic resources measurement focus and the accrual basis of accounting. Assets, liabilities, net assets, revenues and expenses are accounted for through an enterprise fund, with revenues recorded when earned and expenses recorded when the corresponding liabilities are incurred.

Annual financial statements are prepared on the accrual basis of accounting. SPSA reports as a special purpose government entity engaged in business-type activities, as defined by the Governmental Accounting Standards Board (GASB). Business-type activities are those that are financed in whole or in part by fees charged to external parties for goods or services.

2. Annual Budget

SPSA's fiscal year is July 1 through June 30. The SPSA Board of Directors adopts an annual financial plan, or budget, reflecting projected revenues and expenses for the upcoming fiscal year and directs the Executive Director to implement the plan.

The annual budget is adopted as "balanced" on a cash basis, meaning that current revenues will equal current expenses; however, SPSA may use fund balances, or surplus cash, to fund capital expenses and equipment replacement. SPSA may amend or supplement its budget from time to time during the fiscal year, and the Executive Director is authorized to make transfers within the budget line items. 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.

The annual budget also includes a five (5)-year projection of revenues, expenses and projected Disposal System Fees.

3. Annual Audit

SPSA engages an independent certified public accountant to conduct an annual audit of its financial records and statements each year.

7.0 RATES, FEES AND CHARGES FOR SOLID WASTE MANAGEMENT

The Water and Waste Authority Act provides requirements/criteria that SPSA must follow when establishing its applicable Disposal System Fees. Specifically, Section 15.2-5136 states that "rates, fees and charges shall be so fixed and revised as to provide funds, with other funds available for such purposes, sufficient at all times (i) to pay the cost of maintaining, repairing and operating the system or systems, or facilities incident thereto, for which such bonds were issued, including reserves for such purposes and for replacement and depreciation and necessary extensions, (ii) to pay the principal of and the interest on the revenue bonds as they become due and reserves therefor, and (iii) to provide a margin of safety for making such payments." Accordingly, while SPSA may change (increase or decrease) its Disposal System Fees from time to time, (x) SPSA will at all times follow such statutory requirements in implementing any such changes in its Disposal System Fees and (y) any such changes may be implemented only after proper notice has been provided and, where required, public hearing on such changes have been held, all in accordance with Applicable law.

Invoices for Disposal System services are typically provided on a monthly basis, within ten (10) days after the end of each billing period, and unless otherwise specified by contract are due on or before the last business day of the month immediately following the month covered by the invoice, except to the extent any such invoices are subject to a good faith dispute. Each invoice provided by SPSA reflects the total tonnage of Solid Waste received by SPSA from the applicable user during the given billing period, together with such other information as SPSA deems appropriate or relevant. Past due account balances are considered delinquent and are subject to a finance charge of 18% annually. In addition, potential problem accounts or accounts that are in a continuous delinquent payment status may be placed in a credit hold status and the applicable customer/user may be denied access to the SPSA Disposal System until the account returns to current status and/or an arrangement with

SPSA has been made to satisfy the past due balance. Delinquent accounts may also be referred to a collection agency or otherwise pursued through litigation.

8.0 SPSA'S ROLE IN A STORM EVENT

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

In that role, SPSA issues an RFP for storm debris removal, reduction, disposal and monitoring/management services. A team comprised of personnel from certain participating Covered Localities then evaluates companies who respond and selects several providers (the “Contractors”), and SPSA enters into “stand-by” agreements with each Contractor on behalf of the Covered Localities. Under the agreements, SPSA (i) receives a work request from a Covered Locality for debris removal, reduction and disposal and (ii) directs 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.

This arrangement is known as “cooperative procurement” under the Virginia Public Procurement Act. A typical cooperative scenario would be in the form of a “piggy-back” arrangement, where one public body issues an RFP listing other public bodies who may participate. Then each of the public bodies, including the public body that issued the RFP, would have its own, separate contract for services with the terms as set forth in the RFP.

Here, however, SPSA enters into the ensuing agreements with the Contractors on behalf of the Covered Localities, but is not receiving any services from or making any payments to the Contractors, and the Localities do not execute individual agreements with the Contractors. (In short, SPSA is simply “administering” a cooperative procurement agreement.) Subsequent discussions between Covered Localities and the selected Contractor(s) for the amount and type of service provided are the sole responsibility of each Covered Localities, as are any arrangements for billing and payment for services rendered. The Covered Locality are also responsible for clearing, removal, separation and disposal of the majority of storm generated debris and other Disaster Waste, with the assistance of contractors and the use of temporary municipal processing and burning facilities.

The individual Covered Localities, and the region in general, benefit from this process: For instance, any disaster prompting Contractor action under the agreements would likely impact the region as a whole and not just one particular city or county; by acting on behalf of the region and its Covered Localities in the procurement process, SPSA is able to obtain more favorable pricing terms than any individual Covered Locality likely could on its own. SPSA is also familiar with and skilled in the procurement process for storm debris management generally, so all parties likewise benefit from the enhanced efficiencies associated with cooperative procurement.

In addition to its role as “procurement agent” for regional management of Disaster Waste, SPSA’s objectives in the event of a major disaster would be to: (1) coordinate suspension and resumption

of services, internally and with Member Localities, (2) maintain essential internal support capabilities, such as communication, equipment and vehicle fueling, and equipment maintenance and repair, (3) suspend acceptance of household waste until system capabilities and community needs can be evaluated, and (4) resume normal operations as soon as conditions permit.

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

9.0 POLICIES AND PROCEDURES TO BE MAINTAINED

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

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

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

10.0 REVISIONS TO STRATEGIC OPERATING PLAN

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

[END]

APPENDIX A

Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

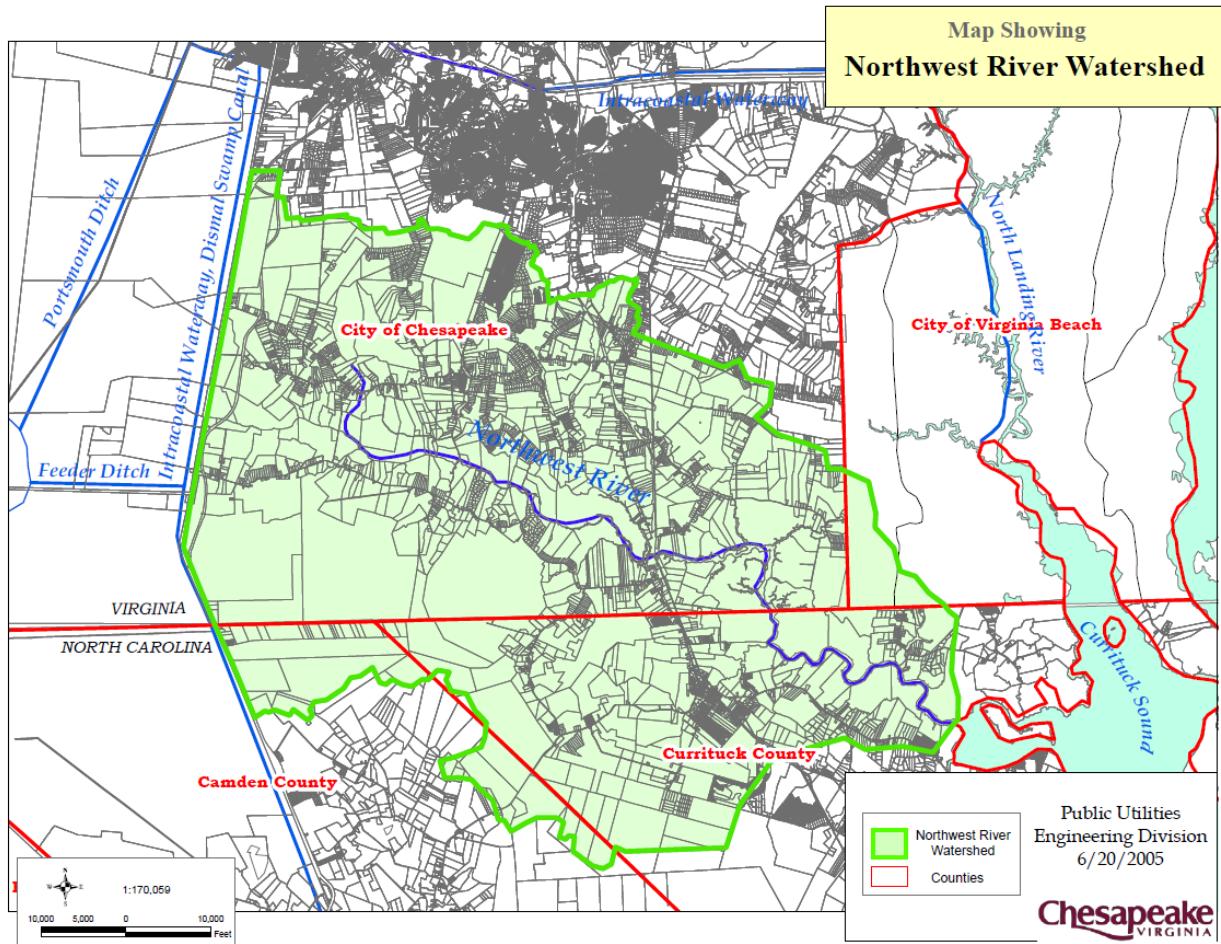
Strategic Operating Plan/SOP – This plan adopted by the Board of Directors of the Authority, which sets forth certain operational, maintenance, administrative and other responsibilities of the Authority with respect to the Disposal System and the performance of related services by the Authority, as the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

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

[End of Definitions]

APPENDIX B

Northwest River Watershed



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Capital Improvement / Equipment Replacement

IN THIS SECTION:

- Multi Year Capital Improvement and Equipment Replacement Plan

Southeastern Public Service Authority

Capital Improvement / Equipment Replacement Plan

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

Description	FY 2018	FY 2018 Revised	QTY	FY 2019	QTY	FY 2020	QTY	FY 2021	QTY	FY 2022	QTY
Regional Landfill											
Asphalt Parking Lot Overlay	\$ 700,000	\$ 700,000									
Pump House - Rebuild		36,179									
Pickup Truck 1/2 ton				\$ 36,000							
Dozer				480,000							
SCADA System	1,000,000	1,473,470									
HHW Relocation & Improvements	115,000	115,000									
Site Maintenance	170,000	40,000									
Odor Boss & Generator		130,000									
Excavator	320,000	376,500									
Dump Truck	525,000	490,750									
Toxic Vapor Analyzer	17,000	13,449									
Sweeper	137,400	145,000									
Leachate System Improvements	5,000,000	-									
Permanent Pump & Haul		550,000									
Pickup Truck (Qty 2)				60,000							
Backhoe											
Slope Mower											
Hydro Seeder											
Safety											
Pickup Truck				28,000							
Fleet Maintenance											
Mens Locker Room Rehab	30,000	30,000									
Shop Air Compressor Replaceme	15,000	9,000									
Pickup Truck	30,000	29,471									
Service Truck											
Sweeper											
Yard Dog											
Fire Main Loop	50,000										
Transportation											
Road Tractors (New beginning 20	1,200,000	993,520	8	1,236,000	8	1,200,000	8	906,000	6		
MSW Trailers (New beginning 2018)											
Asphalt Improvements				290,000							
Pickup Truck											
Pressure Vacuum Tank Trlr		66,935									
Stainless Steel Tank Trlr		51,274									
Boykins Convenience Center											
Compactor Box (Qty 2)											
Compactor											
Chesapeake Transfer Station											
Wheeled Loader	400,000	359,202									
Station Interior Refurbishment											
Wheeled Excavator											
Sweeper											
Yard Dog											
Franklin Transfer Station											
Yard Dog											
Household Hazardous Waste											
Pick Up Truck 4x4	30,000	30,639									
Loader											
Isle of Wight Transfer Station											
Building Sheet Metal Repairs	20,000	20,000									
Asphalt Improvements		52,500									
Scale		-									
Yard Dog											
Ivor											
Compactor Box (Qty 2)											
Compactor											
Landstown Transfer Station											
Roof Repairs - Coating	245,000	249,000									
Replace Air Conditioner Units/Har	15,000	-									
Tunnel - Blast & Paint											
Scale (Inbound/Outbound)											
Wheeled Loader											
Wheeled Excavator											

Description	FY 2018	FY 2018 Revised	QTY	FY 2019	QTY	FY 2020	QTY	FY 2021	QTY	FY 2022	QTY
<i>Norfolk Transfer Station</i>											
Tip Floor/Drain Repairs	260,000	260,000									
Wheeled Excavator	350,000	300,324									
Wheeled Loader				494,000							
Sweeper											38,000
<i>Oceana Transfer Station</i>											
Wheeled Loader	32,500	29,254									
Asphalt Improvements						425,000					
Sweeper						36,300					
Scale											74,000
Yard Dog											115,000
<i>Suffolk Transfer Station</i>											
Wheeled Excavator				340,000							
<i>Tire Shredder Operations</i>											
Loader				310,000							
<i>Information Technology</i>											
MUNIS Upgrade (server/software)					24,000						
Scalehouse Upgrade (server/software)					24,000						
Systemwide Desktop Replacements (24)					24,000						
Systemwide Desktop Replacements (24)							24,000				
Systemwide Domain Servers/Software								16,600			
Exchange Upgrade Server/Software								15,650			
<i>Undesignated Project Funds</i>	314,006										
GRAND TOTAL	\$ 11,028,406	\$ 6,498,967		\$ 3,993,250		\$ 3,913,501		\$ 3,624,530		\$ 2,314,200	

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Debt Service

IN THIS SECTION:

- Debt Service Schedule
- Debt Service Guaranteed by Member Communities

Southeastern Public Service Authority (SPSA)
Debt Service Schedule

As of July 1, 2015, the remaining debt consists of principal and interest obligations held by the Virginia Resources Authority and 100% guaranteed by the eight (8) member jurisdictions.

Fiscal Year 2017 - 2018	Principal	Interest	Total
GUARANTEED BONDS			
Series 2009A Refunding Bonds, VRA, Taxab	2,473,750	123,526	2,597,276
	\$ 2,473,750	\$ 123,526	\$ 2,597,276

Total Principal & Interest Payments Guaranteed by Communities

Member Community	Guarantee Percentage	FY 2018	Total
City of Chesapeake	22.49%	\$ 584,127	\$ 584,127
City of Franklin	0.97%	25,194	25,194
Isle of Wight County	3.98%	103,372	103,372
City of Norfolk	16.98%	441,017	441,017
City of Portsmouth	10.27%	266,740	266,740
Southampton County	2.10%	54,543	54,543
City of Suffolk	12.87%	334,269	334,269
City of Virginia Beach	30.34%	788,013	788,013
Total	100.00%	\$ 2,597,276	\$ 2,597,276

Appendix

IN THIS SECTION:

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

Southeastern Public Service Authority (SPSA) Full Time Equivalent Employees by Cost Center							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	# Change	% Change
Administration							
Accounting	3.2	3.2	3.2	2.2	2.2	0	0.0%
Executive Offices	2.2	2.2	2.2	2.2	2.2	0	0.0%
Human Resources	1.2	1.2	1.2	1.2	1.2	0	0.0%
Purchasing	2.2	1.2	1.2	1.2	1.2	0	0.0%
Information Technology	2.2	2.2	2.2	2.2	2.2	0	0.0%
	11	10	10	9.0	9.0	0	0.0%
Environmental							
Environmental Management	6	6	6	6	6	0	0.0%
Operations							
Safety	2	2	2	2	2	0	0.0%
Regional Landfill	11.5	11.5	11.5	11.5	14.5	3	26.1%
Tire Shredder	3	3	3	3	3	0	0.0%
Fleet Maintenance	16	16	16	16	16	0	0.0%
Transportation	39.5	39.5	40.5	40.5	35.5	-5	-12.3%
Chesapeake Transfer Station	5.36	5.36	5.36	6.21	6.07	-0.143	-2.3%
Franklin Transfer Station	3.86	3.86	3.86	3.71	3.57	-0.143	-3.9%
Isle of Wight Transfer Station	3.86	3.86	3.86	3.71	3.57	-0.143	-3.9%
Landstown Transfer Station	10.36	10.36	9.36	9.22	9.08	-0.143	-1.6%
Norfolk Transfer Station	11.36	11.36	11.36	11.22	10.08	-1.143	-10.2%
Oceana Transfer Station	5.36	5.36	5.36	5.21	5.07	-0.143	-2.7%
Suffolk Transfer Station	5.36	5.36	5.36	5.21	5.07	-0.143	-2.7%
Scalehouse Operations	13.5	11	12.2	11.25	11.25	0.0	0.0%
	131.0	128.5	129.7	128.75	124.75	-4.0	-3.1%
Total	148.0	144.5	145.7	143.75	139.75	-4.0	-2.8%

Southeastern Public Service Authority (SPSA)
Full Time Equivalent Positions

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Accounting Technician	1	1	1	1	1
Administrative Coordinator	1	1	1	1	1
Controller	1	1	1	0	0
Deputy Executive Director and Chief Financial Officer	1	1	1	1	1
Director of Environmental & Landfill Management	0	0	0	0	1
Environmental Specialist	2	2	2	2	2
Environmental Supervisor	1	1	1	1	1
Environmental Technician	3	3	3	3	3
Equipment Mechanic	6	6	6	6	6
Executive Director	1	1	1	1	1
Field Service Mechanic	1	1	1	1	1
Financial Support and Scalehouse Administrator	1	1	1	1	1
Fleet Support Specialist	1	1	1	1	1
Heavy Equipment Operator	20	20	21	21	22
Heavy Equipment Operator, Senior	14	14	14	14	16
Human Resources Generalist	1	1	1	1	1
Information Technology Manager	1	1	1	1	1
Information Technology Support Specialist	1	1	1	1	1
Landfill & Environmental Superintendent	1	1	1	1	1
Landfill Supervisor I	1	1	1	1	1
Landfill Supervisor II	1	1	1	1	0
Lead Equipment Mechanic	2	2	2	2	2
Lead Scale Attendant	2	2	2	2	2
Lead Transfer Vehicle Operator	2	2	2	2	2
Purchasing Administrator	1	1	1	1	1
Procurement Specialist	1	0	0	0	0
Safety Administrator	1	1	1	1	1
Scale Attendant	11.5	9	10.2	9.25	9.25
Solid Waste Assistant	12.5	12.5	11.5	12.5	12.5
Storeroom Keeper	1	1	1	1	1
Storeroom Supervisor	1	1	1	1	1
Superintendent Of Transfer Stations & Transportation	1	1	1	1	1
Tire Mechanic	1	1	1	1	1
Tire Shredder Laborer	1	1	0	0	0
Tire Shredder Supervisor	1	1	1	1	0
Transfer Station Field Specialist	2	2	2	1	0
Transfer Station Supervisor	6	6	6	6	6
Transfer Vehicle Operator	36	36	37	37	32
Transportation Operations Manager	1	1	1	1	1
Vehicle and Equipment Maintenance Superintendent	1	1	1	1	1
Vehicle and Equipment Maintenance Supervisor	1	1	1	1	1
Welder	1	1	1	1	1
Worker's Compensation Coordinator	1	1	1	1	1
Total	148.0	144.5	145.7	143.75	139.75

**Southeastern Public Service Authority
Pay Plan
Effective January 6, 2014**

Job Classification	Status	New Plan	Annual		
			Minimum	Midpoint	Maximum
Scale Attendant (Full Time)	Non-Exempt	1	\$ 24,919.44	\$ 31,149.30	\$ 37,379.16
Scale Attendant (Part Time)	Non-Exempt	1	\$ 24,919.44	\$ 31,149.30	\$ 37,379.16
Solid Waste Assistant (Full Time)	Non-Exempt	1	\$ 24,919.44	\$ 31,149.30	\$ 37,379.16
Solid Waste Assistant (Part Time)	Non-Exempt	1	\$ 24,919.44	\$ 31,149.30	\$ 37,379.16
Hourly Rate			\$11.9805	\$14.9756	\$17.9708
Environmental Technician	Non-Exempt	2	\$ 27,411.28	\$ 34,264.36	\$ 41,116.92
Lead Scale Attendant	Non-Exempt	2	\$ 27,411.28	\$ 34,264.36	\$ 41,116.92
Storeroom Keeper	Non-Exempt	2	\$ 27,411.28	\$ 34,264.36	\$ 41,116.92
Hourly Rate			\$13.1785	\$16.4732	\$19.7678
Heavy Equipment Operator	Non-Exempt	3	\$ 30,152.46	\$ 37,690.64	\$ 45,228.82
Hourly Rate			\$14.4964	\$18.1205	\$21.7446
Heavy Equipment Operator, Senior	Non-Exempt	4	\$ 33,167.68	\$ 41,459.86	\$ 49,751.78
Storeroom Supervisor	Non-Exempt	4	\$ 33,167.68	\$ 41,459.86	\$ 49,751.78
Tire Mechanic	Non-Exempt	4	\$ 33,167.68	\$ 41,459.86	\$ 49,751.78
Transfer Vehicle Operator (Full Time)	Non-Exempt	4	\$ 33,167.68	\$ 41,459.86	\$ 49,751.78
Transfer Vehicle Operator (Part Time)	Non-Exempt	4	\$ 33,167.68	\$ 41,459.86	\$ 49,751.78
Hourly Rate			\$15.9460	\$19.9326	\$23.9191
Accounting Specialist	Non-Exempt	5	\$ 36,484.50	\$ 45,605.56	\$ 54,726.88
Administrative Coordinator	Non-Exempt	5	\$ 36,484.50	\$ 45,605.56	\$ 54,726.88
Fleet Support Specialist	Non-Exempt	5	\$ 36,484.50	\$ 45,605.56	\$ 54,726.88
Lead Transfer Vehicle Operator	Non-Exempt	5	\$ 36,484.50	\$ 45,605.56	\$ 54,726.88
Hourly Rate			\$17.5406	\$21.9258	\$26.3110
Welder	Non-Exempt	6	\$ 40,133.08	\$ 50,166.22	\$ 60,199.62
Equipment Mechanic	Non-Exempt	6	\$ 40,133.08	\$ 50,166.22	\$ 60,199.62
Field Service Mechanic	Non-Exempt	6	\$ 40,133.08	\$ 50,166.22	\$ 60,199.62
Hourly Rate			\$19.2948	\$24.1184	\$28.9421
Environmental Specialist	Exempt	6	\$ 40,133.08	\$ 50,166.22	\$ 60,199.62
Lead Equipment Mechanic	Non-Exempt	7	\$ 44,146.44	\$ 55,182.92	\$ 66,219.40
Hourly Rate			\$21.2243	\$26.5303	\$31.8363
Buyer	Exempt	7	\$ 44,146.44	\$ 55,182.92	\$ 66,219.40
Information Technology Support Specialist	Exempt	7	\$ 44,146.44	\$ 55,182.92	\$ 66,219.40
Landfill and Environmental Compliance Specialist	Exempt	7	\$ 44,146.44	\$ 55,182.92	\$ 66,219.40
Landfill Supervisor	Exempt	7	\$ 44,146.44	\$ 55,182.92	\$ 66,219.40
Safety Administrator	Exempt	7	\$ 44,146.44	\$ 55,182.92	\$ 66,219.40
Worker's Compensation Coordinator	Exempt	7	\$ 44,146.44	\$ 55,182.92	\$ 66,219.40
Human Resources Generalist	Exempt	8	\$ 48,560.94	\$ 60,701.18	\$ 72,841.41
Transfer Station Supervisor	Exempt	8	\$ 48,560.94	\$ 60,701.18	\$ 72,841.41
Financial Support and Scalehouse Administrator	Exempt	9	\$ 53,417.03	\$ 66,771.29	\$ 80,125.55
Transportation Operations Manager	Exempt	9	\$ 53,417.03	\$ 66,771.29	\$ 80,125.55
Vehicle and Equipment Maintenance Supervisor	Exempt	9	\$ 53,417.03	\$ 66,771.29	\$ 80,125.55
Assistant Landfill & Environmental Superintendent	Exempt	10	\$ 58,758.74	\$ 73,448.43	\$ 88,138.11
Information Technology Manager	Exempt	10	\$ 58,758.74	\$ 73,448.43	\$ 88,138.11
Vehicle and Equipment Maintenance Superintendent	Exempt	10	\$ 58,758.74	\$ 73,448.43	\$ 88,138.11
Landfill & Environmental Superintendent	Exempt	11	\$ 73,448.42	\$ 91,810.53	\$ 110,172.63
Superintendent Of Transfer Stations & Transportation	Exempt	11	\$ 73,448.42	\$ 91,810.53	\$ 110,172.63
Director of Environmental and Landfill Management	Exempt	12	\$ 95,482.95	\$ 119,353.68	\$ 143,224.42
Deputy Executive Director and Chief Financial Officer	Exempt	13	\$ 117,517.47	\$ 146,896.84	\$ 176,276.21

Southeastern Public Service Authority

Financial Policies

Adopted by SPSA Board July 25, 2012

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 Principle 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 transfers within the budget line items. 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.

In accordance with its various bond resolutions, the rates for fees and charges for solid waste disposal shall be fixed so that gross revenues minus operating

expenses, or net revenues, are greater than or equal to 1.2 times the annual debt service of senior debt and 1.1 times the sum of the annual debt service of senior debt plus senior subordinated debt.

The Authority may change the rates for fees and charges following proper notice and public hearing on such change, as stated Section 15.2-5136 of the Code of Virginia. A public hearing is only required if a change in rates applies.

On or before May 15 of each fiscal year, the Authority will file a preliminary budget with its trustee and on or before June 30 the Authority will file the final financial plan for the upcoming fiscal year as adopted by the Authority's Board of Directors.

Fund Balance / Operating Reserve Policy

In accordance with section 505 of the Senior Subordinated Bond Resolution, the Authority shall maintain an operating reserve account equivalent to three (3) months operating expenses.

Debt Policies

The Authority will not issue any additional debt without the written consent of the Virginia Resources Authority and each of its eight (8) member jurisdictions with the exception of the letter of credit 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.

In addition to the multiple consents required, 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. The provisions of this subdivision shall not apply to the issuance of new debt issued for the purpose of refunding or refinancing debt incurred by the authority prior to September 30, 2009.

Sale of Surplus Equipment

The proceeds from the sale of surplus equipment shall be used solely for the purpose of retiring debt.

Credit and Collection Policy

Invoices for waste disposal are due twenty-five (25) days from the invoice date. Customer account balances over 25 days past due are considered delinquent

and are subject to a finance charge of 18% annually. Potential problem accounts or accounts that are in a continuous delinquent payment status may be placed in a credit hold status and may be denied access to SPSA facilities until the account is in a current status, or may be permitted access to SPSA facilities on a cash only basis in addition to an arrangement with SPSA management to pay the past due balance, and may be referred to a collection agency.

Investment Policy

In accordance with the Code of Virginia and other applicable law, including regulations, SPSA's investment policy (Policy) permits investments in U.S. Government obligations (including Government Sponsored Enterprise Obligations), obligations of the Commonwealth of Virginia or political subdivisions thereof, repurchase agreements, commercial paper, bankers acceptances, corporate notes, negotiable certificates of deposit, bank deposit notes, mutual funds that invest exclusively in securities specifically permitted under the Policy, and the State Treasurer's Local Government Investment Pool (the State of Virginia LGIP, a 2a-7 like pool, as defined by GASB 31).

The Policy establishes limitations on the holdings of non-U.S. government obligations. The maximum percentage of the portfolio (book value at the date of acquisition) permitted in each security is as follows:

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

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

Credit Risk

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

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

Concentration of Credit Risk

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

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

Interest Rate Risk

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

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

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

with longer maturities.

Custodial Credit Risk

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

Southeastern Public Service Authority (SPSA)
Historical Summary of Fees and Charges

Waste Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Municipal Solid Waste (per ton)	\$125	\$125	\$125	\$125	\$125 / \$65
City of Virginia Beach (capped rate per Ash & Residue Agreement)	\$65.35	\$65.35	\$95.18	\$125.00	\$125 / \$85
US Navy Processible Waste	\$38.49	\$40.83	\$42.05	\$42.05	\$43.32
Residential Waste	No Charge	No Charge	No Charge	No Charge	No Charge
Suffolk Municipal Waste	No Charge	No Charge	No Charge	No Charge	No Charge
Industrial Waste (per ton)	\$60	\$63.65	\$65.56	\$65.56	\$67.53
Boats (minimum fee \$80 each)	N/A	N/A	\$0.04 / lb	\$0.04 / lb	\$0.04 / lb
Campers/trailers (minimum fee \$200 each)	N/A	N/A	N/A	\$0.10 / lb	\$0.10 / lb
Dead Animals - Bagged or Unbagged (household pets only) each bag	\$10	\$20	\$20	\$20	\$20
Water Treatment Plant Sludge from Member Community (per ton)	\$46	\$46	\$46	\$46	\$46
Construction and Demolition Waste	\$40	\$40	\$42	\$42	\$42
Automobile and Light Truck Tires	\$77.50	\$82.50	\$82.50	\$82.50	\$82.50
Truck and Light Industrial Tires	\$140.00	\$145.00	\$145.00	\$145.00	\$145.00
Heavy Equipment and Off Road Tires (each)	\$155.00	\$160.00	\$160.00	\$160.00	\$160.00
Tires with Rims (Rim removal charge added per tire)	\$2.00	\$3.00	\$3.00	\$3.00	\$3.00
Hauling and Disposal of Used Tires	\$950.00	N/A	N/A	N/A	N/A
Household Hazardous Waste (Residential)	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Batteries (lead & rechargeable)	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00
Cell Phone Batteries	\$60.00	N/A	N/A	N/A	N/A
Alkaline Batteries (per lb)	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75
Appliances with CFC (each) - Member Communities, Residents & Commercial	\$12	\$12	\$12	\$12	\$12
White Goods Containers (Charged per Pull)	\$75-125	\$75-125	\$75-125	\$75-125	\$75-125
Gray Soils used for Alternative Daily Cover	\$5-20	\$10-25	\$10-25	\$10-25	\$10-25

Rates are per ton unless otherwise indicated.
 For any category of Waste Disposal based on weight, the Minimum Fee was \$15 in FY 2009 - FY 2014, and \$20 effective July 1, 2014

TONNAGES BY FACILITY

FY 2012 - 2016

WASTE TYPE	CHESAPEAKE TRANSFER STATION					FRANKLIN TRANSFER STATION				
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
CHESAPEAKE	76,729	75,460	79,113	78,182	80,372	0	0	0	0	0
FRANKLIN	0	0	0	0	0	3,795	2,533	2,462	2,524	2,592
ISLE OF WIGHT	0	0	0	0	0	1,623	1,561	1,527	1,634	1,736
NORFOLK	0	0	0	0	0	0	0	0	0	0
PORTSMOUTH	0	12	86	11	0	0	0	0	0	0
SOUTHAMPTON	0	0	0	0	0	7,563	7,163	7,443	7,574	7,824
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	3,308	4,211	3,434	3,591	3,867	0	0	0	0	0
RESIDENTS	903	1,147	1,371	1,527	1,714	296	278	360	391	357
OTHER	54	1	0	0	0	6	1	4	6	8
TOTAL MUNICIPAL WASTE	80,992	80,831	84,004	83,311	85,953	13,283	11,535	11,796	12,129	12,516
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	0	0	0	0	32	0	0	0	0	0
COMMERCIAL WASTE	64,412	56,055	58,732	57,719	49,653	9,121	8,430	9,164	10,545	9,244
TOTAL NON-MUNICIPAL WASTE	64,412	56,055	58,732	57,719	49,685	9,121	8,430	9,164	10,545	9,244
GRAND TOTAL	145,404	136,885	142,736	141,030	135,637	22,404	19,965	20,960	22,674	21,760

WASTE TYPE	ISLE OF WIGHT TRANSFER STATION					LANDSTOWN TRANSFER STATION				
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
CHESAPEAKE	0	0	0	0	0	1,436	1,347	239	388	1,047
FRANKLIN	0	0	0	0	0	0	0	0	0	0
ISLE OF WIGHT	15,784	15,846	15,727	14,437	14,777	0	0	0	0	0
NORFOLK	0	0	0	0	0	40	0	0	0	0
PORTSMOUTH	0	0	0	0	0	0	0	0	0	0
SOUTHAMPTON	615	628	584	530	562	0	0	0	0	0
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	100,043	98,070	95,293	99,016	98,756
RESIDENTS	520	428	649	826	855	924	1,178	1,336	1,444	1,689
OTHER	0	5	0	2	5	0	0	0	0	0
TOTAL MUNICIPAL WASTE	16,919	16,908	16,959	15,796	16,198	102,443	100,596	96,868	100,849	101,492
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	0	0	0	0	0	1,707	1,748	1,480	1,884	1,712
COMMERCIAL WASTE	6,936	5,748	6,465	6,434	7,732	82,463	74,221	71,120	74,233	59,822
TOTAL NON-MUNICIPAL WASTE	6,936	5,748	6,465	6,434	7,732	84,170	75,969	72,600	76,117	61,534
GRAND TOTAL	23,855	22,656	23,424	22,230	23,930	186,613	176,565	169,468	176,966	163,026

WASTE TYPE	NORFOLK TRANSFER STATION					OCEANA TRANSFER STATION				
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
CHESAPEAKE	2,589	3,372	2,723	3,459	4,051	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	67,618	63,951	60,410	62,296	66,174	0	0	0	0	0
PORTSMOUTH	1,980	2,500	854	0	0	0	0	0	0	0
SOUTHAMPTON	0	0	0	0	0	0	0	0	0	0
SUFFOLK	0	0	0	0	0	0	0	0	0	0
VIRGINIA BEACH	3,578	3,987	4,024	4,519	5,452	30,695	27,738	27,593	26,178	26,211
RESIDENTS	1,724	2,179	2,177	2,097	2,186	0	0	0	0	0
OTHER	0	0	49	59	67	0	0	0	0	0
TOTAL MUNICIPAL WASTE	77,489	75,990	70,238	72,430	77,930	30,695	27,738	27,593	26,178	26,211
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	15,394	15,471	13,965	13,792	14,479	2,908	2,583	2,502	2,372	2,359
COMMERCIAL WASTE	130,626	127,820	131,254	131,985	103,566	68,178	63,507	58,587	55,411	46,166
TOTAL NON-MUNICIPAL WASTE	146,020	143,291	145,219	145,777	118,046	71,087	66,091	61,089	57,783	48,525
GRAND TOTAL	223,509	219,281	215,457	218,208	195,975	101,781	93,829	88,682	83,961	74,736

WASTE TYPE	SUFFOLK TRANSFER STATION					RDF PLANT (NON-SPSA LOCATION)				
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
CHESAPEAKE	9,334	7,364	3,808	5,413	6,417	3,892	4,210	5,298	4,617	3,081
FRANKLIN	0	0	0	0	0	0	0	0	0	0
ISLE OF WIGHT	57	0	0	0	0	0	0	0	0	0
NORFOLK	1	1	0	0	0	0	0	0	0	0
PORTSMOUTH	1	0	0	0	32	38,024	40,823	30,632	28,429	29,057
SOUTHAMPTON	9	0	0	0	0	0	0	0	0	0
SUFFOLK	34,147	32,569	35,055	36,274	38,296	0	0	0	0	0
VIRGINIA BEACH	0	0	0	0	0	0	0	0	0	0
RESIDENTS	3,600	3,305	2,991	2,829	3,088	108	152	189	217	208
OTHER	64	70	89	53	38	56	34	33	50	42
TOTAL MUNICIPAL WASTE	47,213	43,310	41,943	44,568	47,870	42,079	45,219	36,151	33,312	32,388
OTHER WASTE	0	0	0	0	0	0	0	0	0	0
NAVY WASTE	208	67	47	6	38	6,683	5,135	5,482	7,266	6,018
COMMERCIAL WASTE	21,427	18,974	19,997	20,500	17,192	83,792	105,933	107,709	110,721	103,937
TOTAL NON-MUNICIPAL WASTE	21,635	19,041	20,044	20,506	17,231	90,475	111,068	113,191	117,987	109,955
GRAND TOTAL	68,848	62,350	61,988	65,075	65,101	132,555	156,287	149,342	151,300	142,343

WASTE TYPE	REGIONAL LANDFILL					GRAND TOTAL				
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
CHESAPEAKE	0	0	0	13	12	93,979	91,754	91,182	92,072	94,981
FRANKLIN	0	0	0	0	0	3,795	2,533	2,462	2,524	2,592
ISLE OF WIGHT	0	3	0	0	0	17,464	17,411	17,254	16,070	16,513
NORFOLK	6,577	7,523	7,711	5,866	4,685	74,235	71,476	68,121	68,162	70,859
PORTSMOUTH	0	0	0	0	0	40,005	43,334	31,572	28,440	29,089
SOUTHAMPTON	0	0	0	2	0	8,187	7,791	8,027	8,107	8,385
SUFFOLK	8,424	9,013	2,826	5,733	2,475	42,571	41,582	37,881	42,007	40,770
VIRGINIA BEACH	0	0	6	0	0	137,624	134,007	130,349	133,304	134,285
RESIDENTS	0	0	0	0	0	8,074	8,667	9,071	9,331	10,096
OTHER	353	527	456	456	589	533	638	631	626	749
TOTAL MUNICIPAL WASTE	15,354	17,066	10,999	12,070	7,761	426,467	419,192	396,551	400,644	408,318
OTHER WASTE	53,653	45,858	48,113	118,935	181,187	53,653	45,858	48,113	118,935	181,187
ASH	162,663	192,742	193,710	192,254	177,492	162,663	192,742	193,710	192,254	177,492
NAVY WASTE	873	175	136	35	87	27,773	25,179	23,614	25,357	24,725
COMMERCIAL WASTE	606	434	1,467	4,265	1,386	467,562	461,124	464,495	471,812	398,699
TOTAL NON-MUNICIPAL WASTE	217,795	239,209	243,426	315,489	360,152	711,651	724,902	729,931	808,358	782,102
GRAND TOTAL	233,149	256,275	254,425	327,559	367,912	1,138,118	1,144,095	1,126,482	1,209,002	1,190,420

Note: Regional Landfill totals do not include waste delivered from transfer stations.

Note: RDF Plant is a non-SPSA location effective April 30, 2010.