

SPSA STRATEGIC PLAN ~ STATUS OF ACTION STEPS

GOAL 1: ESTABLISH FINANCIAL POLICIES	DUE DATE	COMPLETED	COMMENTS
A Develop financial policies for Board approval.	06/22/11		Continue to work on this item.
B Monitor financial costs and report to Board monthly.	Monitor Weekly / Report to Board Monthly		Being done via the monthly Board Meetings
C Develop annual trend analysis and report to the Board monthly on major items which may impact the organization.	Annually	✓	Included within the 2012 Budget
GOAL 2: CONSIDER OUTSOURCING SPSA FUNCTIONS AND DISPOSING OF OR LEASING CERTAIN SPSA PROPERTIES	DUE DATE	COMPLETED	COMMENTS
A Engage a realtor to actively market the purchase or lease of the SPSA ROB space.	May-11	✓	Item was discussed at the June 22, 2011 Board meeting . Item was set aside until question of legality of the sale could be determined as it relates to the bond payoff issues.
B Perform an analysis of the existing transportation, equipment and vehicle maintenance systems to determine if efficiencies and cost savings may be achieved.	July-13	✓	SCS Engineers has included a look at transportation related items in its report for the CAOs and communities. SPSA transportation was found to be sufficient.
C Perform an analysis of the cost associated with Programs to Determine if Programs Should Be Continued or Discontinued. (1) Household Hazardous Waste (2) Used Oil (3) White Goods / Freon Extraction	September-11	✓	This item was presented to the Board at its September 28, 2011 meeting and determined to be programs worthy of retaining.
D Complete the sale of the Recycling property.	05/25/11	✓	Building sold; funds deposited; debt reduction accomplished.
GOAL 3: DEVELOP EMPLOYEE INCENTIVE AND RETAINAGE PROGRAM	DUE DATE	COMPLETED	COMMENTS
A Develop a Board policy that governs an employee incentive and retainage program.	TBD		This Policy will be developed once there is a final decision made as to whether SPSA will continue to provide services post January 24, 2018.
B Develop a Listing and Justification for Positions Placed in This Program.	TBD		This will coincide with the above.
GOAL 4: OBTAIN COMMUNITIES' RESPONSES REGARDING SPSA'S ROLE IN WASTE DISPOSAL AFTER JANUARY 24, 2018	DUE DATE	COMPLETED	COMMENTS

A	Obtain Communities' View on SPSA's Role in Regional Waste Disposal After 2018	10/1/11		SCS has presented the Post 2018 Study to each community. The direction now will be for the communities to discuss what their course of action will be and to act upon it accordingly.
GOAL 4: CONTINUED		DUE DATE	COMPLETED	COMMENTS
(1)	Provide an opportunity for the SPSA Chairman to meet with the Mayors and Chairs and CAOs of the region in order for him to outline that a response is needed to the questions of whether the communities want a SPSA type organization to manage waste disposal after January 24, 2018. The Chairman will again address the post 2018 issues with the Southside Mayors and Chairs at a meeting in December 2011 - February 2012.	4/1/2011 12/ 2011 or 2/ 2012	✓	Chairman made presentation to the Mayors/Chairs on Friday, January 28th in Suffolk.
(2)	At a meeting of the SPSA Board of Directors have a work session to discuss the responses provided by the communities.	10/1/12		
B	Develop and implement a work program for SPSA's future operations based upon the direction determined through the work session.	2/1/13		
C	Share the work program with the communities.	4/1/12		
D	Work with SCS Engineers as it updates the Post 2018 Study	4/1/13	✓	Staff has met with SCS for initial information gathering on December 6, 2010. Several other meetings and phone conversations have been held over the past several months. The draft report has been finalized and discussed with the CAOs.
GOAL 5: DEFINE "MILESTONE DATES"		DUE DATE	COMPLETED	COMMENTS
A	List SPSA "Milestone Dates" (and a description of each) by which critical actions must occur.	5/25/11	✓	This item was presented to the Board at its April 27, 2011 meeting.
B	Provide the potential impacts that could occur if the actions noted are not taken within the time limits provided.	5/25/11	✓	This item presented to the Board at its April 27, 2011 meeting
GOAL 6: OBTAIN THE PERMIT FOR CELL VII AT THE REGIONAL LANDFILL		DUE DATE	COMPLETED	COMMENTS
A	Provide additional information requested by DEQ.	March-11	✓	Information provided as requested. November 2010 request and the March requests were provided prior to the Public Hearing.
B	Advertise the Cell VII application for public comment.	February-11	✓	Public Hearing was held.
C	Meet with DEQ during the permit process as required	January-11	✓	Met January 13th on Letter of Agreement. Met March 24th to discuss Public Hearing.

D	Notify Board of Directors when action on the permit is received from DEQ.	April-11	✓	The Permit for Cell VII has been issued.
GOAL 7: DETERMINE THE FUTURE OF THE REGIONAL LANDFILL BY DECEMBER 31, 2012		DUE DATE	COMPLETED	COMMENTS
A	Perform Legal Research to Determine if the Regional Landfill Can Be Sold, Leased, or Closed Based Upon the Parameters of the Use and Support Agreements.	12/1/10	✓	This item has been completed by Williams Mullens and Wilcox Savage. Confidential Report delivered to Board of Directors in December 2010. Future discussions to be held by Board.
B	Schedule meetings at which strategies for determining the best course of action can be developed.	Beginning February 2011	✓	Decision to retain the landfill has been made by the Board.