

## MINUTES

### RAPPAHANNOCK REGIONAL SOLID WASTE MANAGEMENT BOARD

November 18, 2020

George L. Gordon, Jr., Government Center

Virtual Meeting

**Meeting Convened:** A regular meeting of the Rappahannock Regional Solid Waste Management Board (R-Board) was convened at 8:37 a.m. on November 18, 2020, via WebEx. The meeting was noticed on the R-Board's website.

**Roll Call:** The following members were present: Meg Bohmke; Cindy C. Shelton; William C. Withers, Jr.; Tim Baroody; Matthew Kelly; and Fred Presley.

Also in attendance were: Bill Hefty, R-Board Attorney; Rick Markwardt, Landfill Superintendent; Diane Jones, Recycling Manager; Pamela Timmons, Clerk; and Joe Buchanan, Director.

**Approval of the minutes of prior meeting:** Ms. Shelton motioned, seconded by Mr. Mr. Kelly, to approve the minutes from the August 19, 2020 meeting.

By roll call, the vote was:

|      |     |   |
|------|-----|---|
| Yea: | (6) | Baroody, Bohmke, Kelly, Presley, Shelton, Withers |
| Nay: | (0) |   |

**Presentations by the Public:** The following members of the public desired to speak:

Tim Rudy – Thanked all for providing a valuable and necessary service. Ask R-Board to consider allowing the \$20 large load fee to be paid with coupons. Pleased with HHW.

**Presentations by the R-Board:** No members desired to speak.

**Report of the R-Board Superintendents:** Mr. Markwardt reported on the following:

**Cell F2 Filling Status** The filling of Cell F-2 continues without any problems. Draper Aden conducted the semi-annual flyover on July 2, 2020. Approximately 1,127,383 cubic yards have been filled, which is approximately 74%. This is with a 15% reduction for roads and berms. Life expectancy at this time for the top deck only is January, 2021. If staff continues filling on the side slopes this could extend the life into 2021.

**Cell F3 Construction Status** Cell F-3 is nearing completion. DEQ is expected to visit the site within the next few weeks for its inspection. The next step is the CQA report review, and issue the Certificate to Operate, at which time, filling of the cell can begin.

**Compost** DEQ came back with a few questions on the Compost Permit Renewal Application. All questions were addressed, and the updated package was sent to DEQ on October 19, 2020. Staff received word on

August 24, 2020 that we were not included in the grants being given out from the USDA for Community Compost and Food Waste Reduction. Staff plans to resubmit next year if there is an opportunity.

### **FY21 Equipment Purchases**

Due to budget constraints, there was no new equipment budgeted for this fiscal year. Staff will look at available funding towards then end of the fiscal year and determine if anything can be purchased.

**Personnel Status Update** Mr. Buchanan reported on the following:

#### **Staffing:**

The R-Board is currently authorized for a total of 38 staff positions, of which 34 are full-time and 4 are part-time. At this time, 30 full-time and 3 part-time positions are filled. The four full-time vacancies are for one Heavy Equipment Operator, one Heavy Equipment Mechanic, one Scale Technician, and one Environmental Technician position. The part-time position vacancy is for a Heavy Equipment Operator II-Quality Control trainer. Advertisements for the vacant Heavy Equipment Operator – full-time position, and the part-time Operator position, have closed and the two selected applicants are in the pre-employment screening process at this time. The full-time Heavy Equipment Mechanic position is currently being advertised. Recent applicant pools for vacancies appear promising. At the end of November, Mr. Canty will be leaving the R-Board Superintendent position for another position in the County. This position is currently being advertised.

Volunteer labor resources from the Stafford Detentions and Diversion Center have been a long-standing and critical supplement to the staff of the R-Board. Due to the effects of the ongoing COVID-19 pandemic, this resource remains unavailable. The grounds-maintenance & equipment-repair work areas of the Landfill have traditionally relied heavily on this supplemental labor & the loss thereof has resulted in the need to hire significant outsource labor in the form of temporary workers through local labor agencies. It is the recommendation of staff that four new permanent full-time positions be added to the R-Board's roster effective January 1, 2021 to provide a long-term solution to the current labor shortage. It is the anticipation of staff that these four positions will effectively offset the six volunteers-per-day that were typically onsite on an average day. The FY21 six-month cost to fund these four new positions is \$97,760, with two employees at \$28,080/ea., and the other two at \$20,800/ea.

#### **Training:**

Current training efforts remain focused on preventative measures regarding management of the current COVID-19 crisis to include use of PPE, sanitation supplies and social distancing measures. General safety subjects such as OSHA good housekeeping practices and the annual unauthorized waste training program were covered in recent months. Employees are continuously receiving weekly distributions of PPE, hydration packs, and training materials. R-Board staff has continued to set a high standard for transmission prevention practices during the pandemic through social-distancing, PPE, and health screening practices. Supervisors have been trained to communicate directly with County Emergency Management Officers in

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regard to any potential cases.

**Accolades:**

Roy Whaling, Heavy Equipment Operator II, has recently reached his 25-year anniversary with the R-Board. Mr. Whaling is the most tenured Operator at the Landfill and has developed a reputation over the years for quietly and diligently assisting in the processing of residential and commercial waste at the busy working face area.

Cameron Morrow, Heavy Equipment Operator I, has joined the crew on the working face as the most junior member of the team. Ms. Morrow joined the R-Board in 2017 as a part-time Gate Attendant, while also attending school part-time. Ms. Morrow is a self-motivated high-performer who has excelled in learning the business of the R-Board from customer-services, to point-of-sale operations, to site maintenance tasks, and ultimately to skilled heavy equipment and commercial truck operations.

**Career Development:**

Staff continues to participate actively in the Stafford County Cornerstone Career Development processes, including the recent integration of the Landfill's permit-required Annual Unauthorized Waste Training. Countywide COVID-19 training through Cornerstone was also delivered in a socially-distanced manner using the R-Board Administrative Office's multi-purpose Training and Conference Room along with some new technology allowing the participants to communicate and participate directly with trainers at other areas in the County.

**Operations:**

Operations in recent weeks have continued to remain focused on delivering essential services to the residents, businesses and governmental customers utilizing R-Board facilities. R-Board staff continues to navigate and implement guidance from the Virginia Occupational Health and Safety Administration (VOSHA), as well as County Emergency Management and Administration.

All essential Landfill heavy-equipment is currently in serviceable condition, thanks to the mechanical staff, as well as the critical vendor resources that provide the specialized parts and services that are essential to efficient operations.

The previously approved installation of a new commercial truck wheel wash system for the Landfill is in the substantial completion phase. At this time, the wash is in use and is pending final paving and accessory equipment installation. This unit is designed to remove approx. 80% of the debris on the wheels and tires of vehicles exiting the Landfill.

New Landfill Cell F-3 is also substantially complete, and is in the final phases of project close-out. Staff is anticipating the official opening of the new cell in early 2021. During this initial opening, both the existing/current working face will remain open for construction and demolition debris until it is at full capacity, while the foundational waste materials going into Cell F-3 will consist of mostly routing household waste. Once this “fluff layer” is established, the bulkier and heavier items can start being applied.

**Environmental Compliance/Permit Amendment Status:** Mr. Buchanan gave an overview of Ms. Gilani’s report, which noted that DEQ arrived on August 12<sup>th</sup> for a regular landfill inspection. The R-Board received a Notice of Violation (NOV) on August 19<sup>th</sup> due to DEQ’s observations of rills, exposed waste, and insufficient cover. In response, R-Board staff addressed the observed violations and sent DEQ pictures of the resolved areas. Due to the nature of the NOV; the R-Board Director, Superintendent, and Environmental Technician had a meeting with DEQ enforcement staff to discuss the next steps; which will be to enter a consent order. The consent order is a negotiation process between the R-Board and DEQ to ensure the main goal of compliance is met. At this time, DEQ is still working on the consent order. The R-Board also received a NOV for its Virginia Water Protection (VWP) Permit No. WP4-20-0193 on August 31<sup>st</sup> DEQ observations from a site inspection and a report by Resource Environmental Solutions, LLC were unauthorized impacts caused by the deposition of fill material in surface waters as a result of sediment runoff. Immediate response by the R-Board was to stabilize erosion and stop further deposition. A corrective action plan was submitted to DEQ in September. Future plans include cleaning out deposited soil, installing a sediment basin, and regular erosion and sediment control inspections.

Also, in August, Draper Aden Associates (DAA) submitted the third quarterly surface emissions monitoring and landfill gas compliance probe monitoring where no exceedances were found.

On September 29<sup>th</sup> the R-Board received a warning letter in respect to the Virginia Pollutant Discharge Elimination System (VPDES) permit VAR051413. The warning letter observed exceedances in the past stormwater sampling submitted reports. The exceedances include pH levels not meeting the minimum level of 6.0 S.U.; as well as marginal exceedances for zinc and total suspended solids. In a response letter to DEQ, the pH was attributed to the sulfate acid soils on site and the marginal exceedances will be monitored by staff to conclude if operational improvements can be implemented.

In October, staff conducted stormwater sampling for this half of the year. If possible, a second sample event will be done so the data can be averaged when submitted in January.

Staff continues to work with DAA and DEQ to complete the New Source Review Permit. As the regulations have changed, it is imperative to update the application for compliance; as well as, efficiency for the R-Board.

The R-Board is expecting DEQ’s fourth quarterly landfill inspection this month. All staff is prepared to work hard to ensure a No Deficiency Letter from the inspection.

**Recycling Manager Report:** Ms. Jones reported on the following:

#### **Single-Stream Recycling**

At the last Board meeting, staff reported that we would pursue a 1-year contract with Tidewater Fibre Corporation, LLC, listing them as sole source. This contract has been signed effective August 31, 2020, and will run thru August 31, 2021.

### **Household Hazardous and Electronic Waste Day**

The program was held at the Fredericksburg City shop on Saturday, October 10<sup>th</sup>. The R-Board partnered with the Stafford County Lions Club and Leo's clubs from Stafford Middle and Colonial Forge High to handle electronic waste. In the past five years, car counts at this site have recorded a high: 450 and low: 212. On October 10<sup>th</sup> we managed 790 cars. Green Aquia held a neighborhood collection in the morning and delivered their collection to the event. They reported collecting 1,076 items in three trucks. Two trucks utilized the HHW event, and one was handled as items of reuse. The Lions and Leo's were highly organized and provided a list of outlets they use to move the materials. They estimated that they collected three tons of materials. The in-house handling of latex collected 22,000 lbs. Staff estimates a savings of \$5,600 based on historical cost averages and 640 lbs. of recycled cardboard. Staff thanks City Public Works staff and the City Police Department for their support. It is a certainty that this event would not have been successful without that support.

### **Volunteer Recycling Educator Program**

At its August 2020 meeting, the R-Board suggested staff explore formalizing a recycling education program using volunteers. These volunteers would assist residents using the Eskimo Hill and Belman Road Drop-off Convenience Centers. Staff is pleased to report we are in business. Volunteers sign up through the Stafford Citizen's Assistance C.A.S.T system. The volunteer category is called Recycling Educator. Once in the system, they perform training that staff has developed as preparation. The top three items desired to address are removing plastic bags before dropping materials into the containers, the benefits of glass being separated, and overall contamination and its effects on the program's sustainability. Staff is also incorporating handing out comment cards. Residents will be able to complete and return at their discretion, either on-site in a non-contact container or postcard mail-in. We have three volunteers on board thus far.

### **Grant Application**

At the last R-Board meeting, staff reported that a grant request was submitted for Composting and Food Waste Reduction programs to the Department of Agriculture's Natural Resources Conservation Service. Unfortunately, we were not chosen. Staff intends to continue to pursue such efforts going forward utilizing resources and partnerships available.

### **Customer Survey Analysis**

At the R-Board's August meeting, a customer satisfaction survey was discussed and recommended. M.C. Morris was tasked with making inquiries with firms and contacted four different organizations all of which provide fee-based services reflecting their areas of expertise and level of involvement in the project.

Based upon an understanding of the particular needs of our site, the unique character of customer communications coupled with scope of work, staff recommends that the scope of the work be centered on the people who use the convenience centers. Many of the survey companies initially contacted were more familiar with helping define the questions, but not being able to facilitate an in-person survey format. Staff acquired the names of three prospective survey services: National Research Center, known to Stafford County having assisted in the Employee Climate Study; University of Mary Washington collectively or Dr. Lancy Gentry of UMW, depending upon the timeframe; and Jeff Donow, Donow Research who is known to assist Solid Waste Management Association members with surveys and is recommended by SWANA (Solid Waste Association) members.

Senior R-Board staff have reviewed the questions that follow this report, and believe they are a good starting point. Staff recommends providing these companies our questions and request further direction and a proposal. We would also ask for initial direction on survey questions, incentivizing broader responses, and approach. The R-Board would ask for a menu approach from guidance with questions formatting and methodology to the cost of a turn-key package.

Coupled with the questioned outlined below, staff would look to the survey companies to provide a scope of work on how best to accomplish a statistically viable approach and maximize responses.

Staff requests guidance on deferring in-person surveys until spring, as it might add a layer of difficulty to the process to also be concerned with contact-free in-person surveys as the weather grows colder. Staff will be providing a comment card, in the meantime to our customers, beginning in December. A customer comment card DRAFT example follows this report as well.

One price/proposal was received from the National Research Center at a cost of approximately \$5,000.

The initial questions listed below are the starting point based upon what staff discerns the R-Board stakeholders are hoping to learn through a survey vehicle. Staff plans to provide three candidate companies these questions, in hopes to get their feedback and pricing.

Staff will suggest to the survey companies that ONLY those who use the residential service areas be included in the survey. We will be looking to the survey companies for guidance on the number of questions and the means of distribution at both residential center locations. Further, staff would suggest that another customer satisfaction survey be circulated to our commercial customers for their feedback.

We will reinforce with any interested survey companies – the nature of our customer base emphasizing that many of our customers may not fully participate in an email or online survey. Many of our most devoted customers are older and more rural – and may not be inclined to respond to a much beyond a paper survey method. Each person who cares to take the survey may be asked to provide their name and preferred contact information. This personal information is strictly voluntary, and may be used for future focus groups and deeper customer service analysis. This additionally allows the landfill to begin to build a customer profile as well as have a qualified pool of people who might be willing to provide a feedback loop prior to implementing operational or policy changes.

### Customer Survey

#### Sample Questions:

**1. How often do you use the landfill (circle one):**

4 times a year or less    5 – 12 times a year    Monthly    Weekly    More Than Once A Week

Details: \_\_\_\_\_

**2. I usually visit the landfill on (circle one)                      Weekdays                      Weekends**

**3. How do you pay for your service (circle one):**

Annual Pass    Coupons    Cash/Credit Visit \$5 per trip    Small Trailers – 8’ or less  
 Cargo Van - \$20 per visit    8’+ Trailer with 4 Trash Cans - \$5 per visit (or annual pass)  
 Greater than 8’ Trailer - \$20 visit

**4. What type of vehicle do you drive to the landfill (circle one)**

Family Car/Van    Pickup Truck    Small Trailer (8’ or less)  
 Longer Trailer – Greater than 8’    Cargo Van    Rented Utility Truck (U-Haul, etc.)

**5. On A Scale of 1 to 5 How Satisfied are You with: 1(unsatisfied) 3 – content 5-very satisfied**

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Landfill Fee Structure (circle one)                 | 1 | 2 | 3 | 4 | 5 |
| Professionalism & Helpfulness of Staff (circle one) | 1 | 2 | 3 | 4 | 5 |
| Ease of Access/Layout Traffic Flow (circle one)     | 1 | 2 | 3 | 4 | 5 |

**6. Suggestions for Improvement (please write legibly)** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**7. I use a local trash company service as well as use the landfill (circle one):**    YES    NO

**8. When I use the service on average I bring:**

\_\_\_\_\_ % household trash                      \_\_\_\_\_ % recycling

**9. I have used any of these other available services                      Number of Times per Year:**

|                             |       |
|-----------------------------|-------|
| _____ Yardwaste Disposal    | _____ |
| _____ Motor Oil Recycling   | _____ |
| _____ Antifreeze Recycling  | _____ |
| _____ Cooking Oil Recycling | _____ |
| _____ Electronic Recycling  | _____ |

Please provide your thoughts on the next two questions

10. Is the Landfill/Belman Road Supported by Tax Dollars:  Yes  No
11. I believe that Recycling is:  Voluntary  Mandatory (Required by Law)
12. I've purchased composting material from the R-Board;  Yes  No
13. I've participated in Household Hazardous Waste Collection:  Yes  No
14. I've obtained free mulch from the R-Board:  Yes  No
15. I use the internet/email to obtain information:  Yes  No
16. I have visited or use the R-Board Website [www.r-board.org](http://www.r-board.org) or the R-Board social media to obtain needed information for available services.

I attest that I've filled out only one survey for my household.

**STRICTLY OPTIONAL TO PROVIDE CONTACT INFORMATION BELOW**

I am supplying my preferred contact information as I would be willing to serve on a panel or focus group to provide additional feedback on ways to improve the landfill.

Name: \_\_\_\_\_

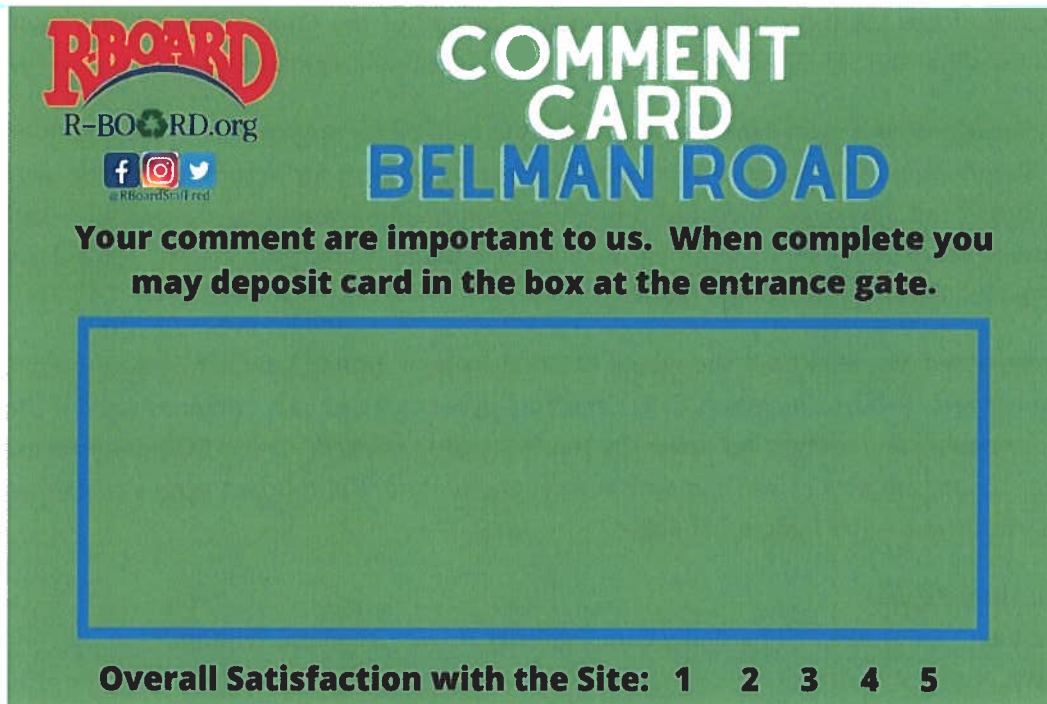
Mailing Address: \_\_\_\_\_

Preferred Phone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

**DRAFT/SAMPLE**





**Report on Finances:** Mr. Buchanan reported on the following:

**Financial Summary:** Mr. Buchanan reported that revenue is up slightly. Expenses mostly came in under as well. Following the first month of 2020, volume is lower, due to COVID-19.

**Cell F-3 Finances** The financial status through October is in good shape, with revenue approximately 10% above. Commercial has dropped a bit, and the residential has increased, with many residents working from home much more. Cell F-3 construction is over budget slightly due to some repairs that were not in the original scope of work. A new sediment system was built to ensure that these repairs would not be necessary in the future. CARES funding has been used to ensure workers at the Landfill. Of the \$260,000 in revenue, staff desires to add \$150,000 to the FY21 budget. Of that \$150,000, \$100,000 would be used for additional workers through the end of the fiscal year, and \$50,000 for site improvements. With the potential of stipends for the employees, there is \$35,000 available in the current budget to support it. Mr. Hefty recommended that the Stafford Board of Supervisors (BOS) include the R-Board employees in its ordinance, as well as have the R-Board approve the potential stipend since it will be paid from the adopted FY21 R-Board budget. Mr. Withers said that he would support the R-Board employees being paid the stipend from the adopted budget. Mr. Smith asked Mr. Hefty to confirm if this action would require official R-Board approval, or if Mr. Buchanan could approve it since the funds would come from the adopted budget. Mr. Hefty confirmed that Mr. Buchanan could authorize the release of funding for the stipend. Mr. Kelly asked how this will impact the budget if the

funding comes from the R-Board's adopted budget instead of the County's healthcare savings. Mr. Buchanan feels that the \$35,000 can be absorbed in the adopted budget because of vacancy savings.

Ms. Bohmke suggested a special meeting to discuss the funding for approval once the details are known from the BOS meeting. She stated that she would like to schedule it for December 2<sup>nd</sup>, the day after the BOS meeting. If not approved, then the R-Board special meeting would be cancelled. Ms. Shelton asked if the R-Board could approve during the current meeting, contingent on the BOS's decision, also deciding on the healthcare vs. budget funding.

Ms. Bohmke asked Ms. Shelton if she would like that to be a motion, and Ms. Shelton said, yes. Mr. Withers seconded. R-Board members desire the employees to be equally compensated. If the funding comes from healthcare savings, no action by the R-Board is needed. If the BOS determines that the funding for county employees will come from the general fund, the R-Board agrees to compensate its employees through the FY21 adopted budget.

By roll call, the vote was:

Yea: (6) Baroody, Bohmke, Kelly, Presley, Shelton, Withers  
Nay: (0)

**Discuss Additional Positions / Site Improvements** Mr. Buchanan restated that proposed Resolution RB20-09 would allow for four additional positions, as well as funding for additional site improvements. The proposed resolution will take \$150,000 of the \$260,000 in current fiscal year revenues, and assign \$100,000 to additional Landfill workers, and \$50,000 for the site improvements, including building improvements and road rock.

Mr. Kelly asked if this would be for additional positions through the end of the fiscal year only, and that there would be discussions on the continuation of these positions at a later meeting when the FY22 budget is being reviewed. Mr. Buchanan confirmed. Mr. Buchanan noted that the funds were for two fully-loaded positions at \$20,000/year, and two positions at \$28,000/year. Ms. Bohmke stated that she had a conversation with Mr. Buchanan regarding this, and expressed her concern over expenses. However, she is aware that residents in Stafford County desire the Landfill to be open 7 days a week. For the benefit of the customers, changes may need to be made, and would like to continue discussions. Mr. Kelly agreed, saying that he wants to ensure that the public understands what their requests may mean as the Landfill and R-Board tries to meet the needs. Mr. Withers also agreed.

Mr. Kelly motioned, seconded by Mr. Withers, to adopt proposed Resolution RB20-09.

By roll call, the vote was:

Yea: (6) Baroody, Bohmke, Kelly, Presley, Shelton, Withers  
Nay: (0)

Resolution RB20-09 reads as follows:

A RESOLUTION TO BUDGET AND APPROPRIATE ADDITIONAL CURRENT  
FISCAL YEAR REVENUE

WHEREAS, the R-Board is committed to operating the Rappahannock Regional Landfill in a cost-effective and financially sustainable manner; and

WHEREAS, current FY 2021 revenue exceeds projections, and is expected to be sustained; and

WHEREAS, staff desires to budget and appropriate the current revenue; and

WHEREAS, staff desires to use funding to add four new positions beginning January 1, 2021 to replace the temporary workers funded by CARES, ending December 30, 2020; and initiate site improvements at the Landfill that have been delayed;

NOW, THEREFORE BE IT RESOLVED, by the Rappahannock Regional Solid Waste Management Board on this the 18<sup>th</sup> day of November, 2020, that it be and hereby does authorize the Budget and Appropriation of One Hundred Fifty Thousand Dollars (\$150,000) of additional revenues received from current fees as follows:

| Purpose           | Amount    |
|-------------------|-----------|
| Four Positions    | \$100,000 |
| Site Improvements | \$50,000  |

**Discuss Coupon Use for Trailer Fee** Mr. Buchanan explained that those that have purchased coupons, are not allowed to use them for the \$20 oversized load fee, and wish to do so. Mr. Buchanan recommends the use of these coupons to pay the \$20 as a convenience to residents. He feels that it is a good way to give back to the residents. Mr. Withers felt that this is a good deal for everyone. Mr. Kelly also agreed, saying that it was time to tweak this particular charge. He would also like to look at other models for the user fees. Ms. Bohmke agreed. Mr. Withers asked if 8-foot trailers are allowed to use the coupons, and Mr. Buchanan said, yes.

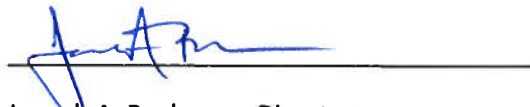
Mr. Withers motioned, seconded by Ms. Shelton, to allow coupons to pay the \$20 oversize load fee.

By roll call, the vote was:

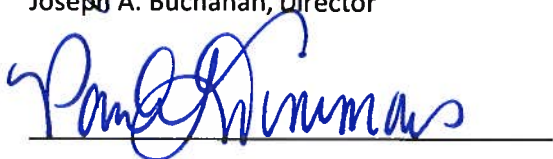
Yea: (6) Baroody, Bohmke, Kelly, Presley, Shelton, Withers  
Nay: (0)

**Adjournment:** The meeting was adjourned at 9:45 a.m.

**Future Session:** A regular meeting will be held on February 17, 2021, via Webex at 8:30 a.m.



Joseph A. Buchanan, Director



Pamela L. Timmons, Clerk

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