Solid Waste Management Board Rappahannock Regional

# ANNUAL REPORT 2011



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# Superintendent's Letter

### Dear R-Board Members:

R-Board staff is once again pleased to present the Fiscal Year 2011 Annual Report. The R-Board has successfully overcome some major and unforeseen obstacles this past fiscal year, and it has transformed our regional solid waste management into a more resilient and innovative service than ever before. Though the economy continues to show eventual downturns from inflationary practices coupled with the uncertainty in the market, the R-Board staff continues to increase the quality of service provided with a wider range of recycling opportunities.

Staff has continued to be on the leading edge of recycling markets and new, creative ideas to increase R-Board revenues this past fiscal year. The R-Board is preparing for the R-Board Composting facility grand opening this fall, the happy conclusion of a three year up-hill battle. Rappa-Grow compost will be marketed in the near future, generating revenue while saving valuable landfill space. Other potential future revenue sources include additional generators for the Ameresco gas to energy plant, wetland banking, proactive customer engagement to increase business, and most recently discussions about a possible refuse derived fuel from MSW.

The R-Board staff will continue to meet any and all challenges with courage, vigor, and the optimism needed to continue to make the R-Board landfill the best in Virginia.

Sincerely,

Andrew J. Mikel Superintendent



# **R-Board Members**

	T =
Frederic Howe, III, Chairman	Paul V. Milde, III, Vice-Chairman
Fredericksburg City Council	Stafford County Board of Supervisors
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# Mission, Vision, and Fiscal Statements

### **R-Board Mission**

The mission of the Rappahannock Regional Solid Waste Management Board (R-Board) is to provide professional, courteous, and intelligent service and solutions to the waste disposal needs of citizens residing in Stafford County and the City of Fredericksburg.

### **R-Board Vision**

The R-Board's vision is to operate the best landfill in Virginia. Being the best landfill includes environmentally sound solid waste management policies and having an active Reduce, Reuse, and Recycling program, all coupled with outstanding customer service. The R-Board intends to continually strive to be a leader in the waste management industry and to set the example for others to emulate.

### R-Board Fiscal Philosophy

The R-Board operates on a non-subsidized basis. Operating expenses and capital accumulation for further growth are solely generated by competitive commercial activities in accordance with federal, state, and local regulations. The R-Board operates "debt-free", saving and investing for future capital improvements instead of incurring debt. The R-Board maintains reserves of 17% operating costs and 10% capital costs to ensure streamlined operations during a slower economy.



# **Economic Outlook**

Moving forward as a solid waste management facility, we must understand what's "in the box" before we think "outside the box" in developing a more responsive, safe, and cost effective program for meeting the solid waste needs of our region. Many things are taken for granted in the waste business and I would like to address a few items here:

- 1) We are running out of landfill space? Though geographically this is true to a certain extent, the biggest driver of this mentality is the fear associated with landfills and the "Not In My Back Yard" (NIMBY) syndrome. This has made permitting of new landfills very difficult, but actual space is not running out. There are approximately 1,600 landfills in America, in 48 states, and modern landfills are no longer the threat to public health as the dumps of old are. Landfills, such as ours, are "state-of-the-art" with redundancy built in to every aspect of design for safety. To put this in perspective, to hold all of America's MSW for the next 100 years would require one landfill, 10 miles on each side, and a height of 255 feet. The R-Board staff will become more proactive in educating the public on the safety of our landfill.
- 2) Saving resources and protecting the environment by recycling? We must always consider and anticipate what the costs in energy resources and materials are to recycling as opposed to landfill disposal. There are more to resources than just materials, and we must strive to save other resources such as labor and capital (not only ours, but the residents and businesses we serve as well.) Currently, though single stream is a big success, when considering the large amounts of capital and labor per pound of curbside recycling, we are merely in the evolution of something even bigger. There are more efficient and cost saving/ revenue producing ways to recycle, and we must find them. We must never be set the mentality that we have "arrived" at the ultimate recycling solution.
- 3) People only recycle when forced to? The R-Board has already proved this notion false, as education and outreach have produced a much higher recycling rate in our region than many areas with forced recycling. True recycling must be based on actual value, not subsidized value, for long term sustainability. We must consider that recycling is the second oldest profession, as everything of value has always been recycled in history. Recycling is a long practiced, productive, indeed essential, element of the market system. Informed, voluntary recycling conserves resources and raises our wealth, enabling us to achieve valued ends that would otherwise be impossible.



4) <u>Municipal Solid Waste?</u> We must always remember to regard MSW not as a collective whole, but as individuals within our community with unique trash disposal needs. There are actual demands for this market, and the R-Board strives to meet the demands for solid waste management in the region, in partnership with the MSW haulers in our region. We must always remain flexible to meet the unique demands the market provides, this will enable us to be a leader in the solid waste industry.

The success of the R-Board has been in its competitiveness with the market which inspires innovation and flexibility. The R-Board must never stop striving to be the best in the solid waste industry, for this striving is what makes us more efficient.



# Virginia Environmental Excellence Program

The R-Board and its staff take pride in going above and beyond compliance with environmental regulations. The R-Board attained Exemplary Environmental Enterprise (E3) status in the voluntary Virginia Environmental Excellence Program (VEEP) in 2007. The R-Board was recertified as an E3 facility this year. VEEP is a voluntary initiative for businesses in Virginia, administered by the VA Department of Environmental Quality that requires efforts surpassing the applicable environmental regulations. The Regional Landfill achieved E2 status in 2004.

The Regional Landfill remains one of only three landfills in Virginia that has accomplished E3. In order to be accepted as exemplary environmental enterprise, a facility must have a good compliance history, a fully-implemented environmental management system, and demonstrated performance.

Staff continues to work toward E4 certification with VEEP. E4 status, Extraordinary Environmental Enterprise, requires all of the criteria for E2 and E3 with a third-party EMS audit, one full cycle of EMS implemented, a complete pollution prevention plan, and continued annual reporting of three environmental measures.









# **Operational Overview**

### Regional Landfill



The R-Board Regional Landfill accepted 134,157 tons of waste in FY11 with a tipping fee of \$40 per ton. The residential drop-off facilities, located on Eskimo Hill Road in Stafford and Belman Road in Fredericksburg, accommodate more than 250,000 visits by citizens every year.

## **Landfill Gas to Energy**



The R-Board's partnership with Ameresco, Inc. has generated approximately \$56,000 each year in revenue and 2.14MW. Staff anticipates a third engine, increasing power production by over 1MW and revenue by \$25,000 a year in the near future.

### Recycling



The R-Board strives to increase its recycling efforts each year and handled an increase of 7,738 tons from 2009 to 2010, for 32,770 tons. The current VADEQ approved recycling rate is 56.8%. Recycling opportunities include mixed containers and mixed paper, scrap metal, appliances, batteries, fluorescent bulbs, antifreeze, used oil, yard waste, tires, ink cartridges, eyeglasses, textiles, cell phones, and working electronics.



# Composting



A grand opening celebration for the new composting facility will be held this fall. It is expected that the production of Rappa-Grow will be about 25 tons a month. The revenue generated from Rappa-Grow sales is expected to be \$5,000 a year and will save over \$25,000 a year in landfill space. Including the sludge revenue, composting will generate about \$180,000 a year.

### **Quantico Marine Corps Base**



Recently, the Recycling Director at Quantico Marine Base, David Smith, visited the Regional Landfill and R-Board staff visited Quantico in search of partnerships and joint ventures that will be financially beneficial to both organizations. Both parties continue to meet and explore ways in which the R-Board can assist the Base in achieving their DOD goals of 50% waste landfill diversion and 60% C&D landfill diversion by 2015. Noticeable progress has

already been made to solidify relationships towards the common goal of developing top-quality management systems for the MCBQ waste stream. Highlights of the collaboration thus far include:

- The R-Board has provided recycling containers for special events on base;
- The R-Board is providing temporary support for their scrap metal recycling program until these activities can be consolidated.



# **Community Pride**



The R-Board provides dumpsters for community cleanups in both Fredericksburg and Stafford from April through September. This year the R-Board offered 72 dumpsters, netting 236 tons of waste. This is a cost savings of \$45,436 compared to commercial rates.

# **Community Service**



The R-Board is honored to provide assistance to the communities it serves:

- Participated in and supported the VA National Guard efforts to construct Civil War Park roads;
- Provided financial support in the amount of \$5,000 to the Heritage Festival;
- Continues to assist Stafford County with road maintenance at Crow's Nest, Able Lake, and the Leeland

Station VRE parking lot;

- Provides dumpsters for Stafford County Parks and Recreation and EMS cleanups;
- Gives specially screened mulch to County and City departments for community aesthetics; and
- Donates dumpsters for various other community events such as the Friends of the Rappahannock Riverfest, Friends of the Rappahannock bi-annual river cleanup and Habitat for Humanity Homes for Our Troops.



# **Finances**

# **Operating Expenses – FY2011**

		Original Budget	Adjusted Budget		Y-T-D Expense	Balance Remaining
		Dauget	Daaget		Ехропос	rtomaining
Compensation		2,206,188	2,218,684		1,966,994	251,690
Purchased Services		610,684	638,549		521,724	116,825
Temporary Help	_	3,640	3,640	_	3,270	370
Maintenance Services		264,648	513,396		437,751	75,645
Transportation		2,080	2,080		678	1,402
Printing & Binding	_	11,440	6,440	-	1,794	4,646
Advertising		3,120	29,977		25,962	4,015
Internal Services		277,755	277,755		267,155	10,600
Other Charges	_	18,252	18,252	-	18,653	(401)
Communications		39,678	55,978		39,511	16,467
Insurance		42,861	42,861		42,861	-
Leases & Rentals	_	36,200	37,700	_	32,856	4,844
Travel		6,760	9,060		5,348	3,712
Miscellaneous		76,378	18,885		10,657	8,228
Supplies	_	535,902	607,514	-	573,271	34,243
Small Fixed Assets		64,230	85,230		77,456	7,774
Capital Outlay		1,803,000	1,461,272		220,278	1,240,994
Other Uses		-	-	-	-	-
Total Landfill Operations		6,002,816	6,027,273		4,246,219	1,781,054



# **Annual Revenues-FY2011**

# Weight and Material Analysis – Billable

	Fiscal	Ye	ar 2010		Fisca	l Ye	ar 2011
	Weight		Dollar		Weight		Dollar
CATEGORY	_			CATEGORY	_		
Billable				Billable			
Stafford County - FY10				Stafford County - FY11			
Commercial Waste-\$35/T	20245.28	\$	708,464.45	Commercial Waste-\$36/T	19108.86	\$	688,180.32
Commercial Waste-\$39/T	8363.37	\$	327,434.92	Commercial Waste-\$40/T	6196.04	\$	249,524.00
Residential Waste-\$35/T	33772.43	\$	1,182,382.40	Residential Waste-\$36/T	38395.88	\$	1,382,001.00
Residential Waste-\$39/T	4906.21	\$	191,347.23	Residential Waste-\$40/T	3028.92	\$	121,169.20
Mixed Load - \$68/T	3.49	\$	237.32	Mixed Load - \$68/T	13.18	\$	896.24
Debris Waste	11487.44	\$	572,676.62	Debris Waste	13930.16	\$	547,789.28
Fredericksburg				Fredericksburg			
Commercial Waste-\$35/T	2.01	\$	55.35	Commercial Waste-\$36/T	5.93	\$	213.48
Commercial Waste-\$39/T	0.06	\$	30.00	Commercial Waste-\$40/T	14.34	\$	573.60
Residential Waste-\$35/T				Residential Waste-\$36/T	2.24		
Residential Waste-\$39/T				Residential Waste-\$40/T			
Debris Waste	6.83	\$	346.00	Debris Waste	7.48	\$	284.44
Quantico				Quantico			
Commercial Waste-\$39/T	223.98	\$	8,807.97	Commercial Waste-\$40/T	226.72	\$	9,153.00
Residential Waste	2.06	\$	80.34	Residential Waste			
Miscellaneous				Miscellaneous			
Reg Tires \$110/T	320.27	\$	35,229.70	Reg Tires \$110/T	521.72	\$	55,730.40
Large Tires \$200/T	1.1	\$	220.00	Large Tires \$200/T	16.34	\$	3,268.00
Dirt		\$	13,075.00	Dirt	30.65	\$	51,675.00
C&D Residential	223.91	\$	12,855.00	C&D Residential	9.27	\$	13,500.00
Compost Bins		\$	2,400.00	Compost Bins		\$	1,675.00
Mobile Homes \$500/ea				Mobile Homes \$500/ea		\$	1,500.00
Sludge \$14/T	11612.29	\$	162,572.06	Sludge \$16/T	9320.11	\$	149,502.56
Styrofoam	0.12	\$	60.00	Styrofoam			
Single Stream	8217.61			Single Stream	8046.66		
Ticket		\$	5.00	Ticket			
White Goods \$15/ea		\$	3,975.00	White Goods \$15/ea	4.22	\$	6,510.00
BILLABLE TONNAGE	99,388.46	\$	3,222,254.36	BILLABLE TONNAGE	98,878.72	\$	3,283,145.52
Late Fees		\$	11,328.79	Late Fees		\$	1,372.24
Adjustment		\$	(124,941.93)	Adjustment		\$	102,444.68
Write Off		\$	(1,876.63)	Write Off		\$	(68,042.64
TOTAL BILLABLE		\$	3,106,764.59	TOTAL BILLABLE		\$	3,318,919.80



# Weight and Material Analysis – Non-Billable

	Fiscal Year 2010		ar 2010		Fisca	ar 2011	
	Weight		Dollar		Weight		Dollar
CATEGORY				CATEGORY			
Non-Billable(based on \$39)				Non-Billable(based on \$40)			
Stafford County				Stafford County			
Residential	10,461.61	\$	408,002.79	Residential	7336.05	\$	293,442.00
Government	1,135.60	\$	44,288.40	Government	736.71	\$	29,468.40
		\$	-	Belman (12/1/10)	1580.42	\$	61,636.38
Fredericksburg		\$	-	Fredericksburg		\$	-
City Trash	4,517.11	\$	176,167.29	*City Trash		\$	-
City Government	3,956.92	\$	154,319.88	City Government	1895.97	\$	75,838.80
		\$	-	City - MSW (12/1/10)	2306.31	\$	92,252.40
		\$	-	City - Public Wks (12/1/10)	2204.27	\$	88,170.80
		\$	-	City - Residential	2544.19	\$	101,767.60
Miscellaneous		\$	-	Miscellaneous		\$	-
Clean-up	163.67	\$	6,383.13	Clean-up	226.73	\$	9,069.20
Recycling	8,711.56	\$	339,750.84	Recycling	8333.43	\$	333,337.20
Passenger Tires(\$110/T)	613.27	\$	67,459.70	Passenger Tires(\$110/T)	809.3	\$	89,023.00
Mulch	372.21	\$	14,516.19	Mulch	627.52	\$	25,100.80
NON-BILLABLE TONNAGE	29,931.95			NON-BILLABLE TONNAGE	28,600.90		
TOTAL NON-BILLABLE		\$	1,210,888.22	TOTAL NON-BILLABLE		\$	1,199,106.58
TOTAL TONNAGE	129,320.41			TOTAL TONNAGE	127,479.62		
*As of 12/1/10-City Trash charg	ged to City-M	SW					

R-BOARD INTEREST INCOME FY 2011					
MONTH	INT	EREST INCOME			
JULY	\$	17,171.36			
AUGUST	\$	3,797.04			
SEPTEMBER	\$	12,468.51			
OCTOBER	\$	17,733.02			
NOVEMBER	\$	(12,911.12)			
DECEMBER	\$	2,915.13			
JANUARY	\$	9,559.73			
FEBRUARY	\$	1,306.53			
MARCH	\$	4,269.79			
APRIL	\$	13,907.32			
MAY	\$	13,824.79			
JUNE	\$	1,045.10			
TOTALS	\$	85,087.20			

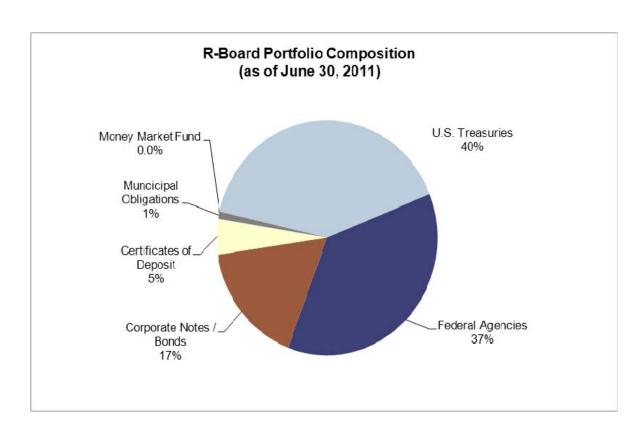


### **Current Fund Balance**

Prepared by Stafford County Treasurer's Office

# **R-Board Portfolio Composition**

Security Type	June 30, 2011	% of Portfolio
U.S. Treasuries	\$ 4,135,223.87	40.35%
Federal Agencies	\$ 3,769,590.24	36.79%
Corporate Notes / Bonds	\$ 1,735,049.47	16.93%
Certificates of Deposit	\$ 502,342.72	4.90%
Municipal Obligations	\$ 102,918.22	1.00%
Money Market Fund	\$ 2,430.84	0.02%
Total	\$ 10,247,555.36	100.00%





# **Recycling/Diversion**

The VA Department of Environmental Quality approved a 56.8% recycling rate for the City of Fredericksburg and Stafford County. The Rappahannock Regional Landfill at 489 Eskimo Hill Road in Stafford processed over 32,000 tons of recyclables in calendar year 2010.

The R-Board provides sites where residents can bring their recyclables on a voluntary basis. Resident participation accounted for 70% of the recyclables processed in 2010.

Residential Recycling Drop-off Sites:

Fredericksburg
Belman Road
Hugh Mercer Elementary
Walker-Grant Middle

Stafford
Eskimo Hill
Pratt Park
Gayle Middle
Earl's Hardware

GEICO Kaz's Auto Rowser Building North Stafford High

The Eskimo Hill and Belman Road sites offer collection of special items such as fluorescent bulbs, cell phones, oil, antifreeze, and household batteries.

The R-Board provides the Rappahannock Goodwill with collection sites at both the Eskimo Hill and Belman Road facilities, allowing the public to drop off not only working and non-working computer equipment but also other working electronics, gently used textiles, shoes, purses, and belts. Last year the program netted 116,000 pounds of material.

Private hauler contributions are enhanced on account of the fact that they can collect recyclables single stream. The delivery time has also been minimal due to efficient handling of the materials on site.

Household Hazardous Waste collection days are provided each spring and fall.

The success of the recycling is reliant on material markets. This year the R-Board gained in the areas of revenue realized, more environmentally sound uses for tires, and increased efficiency in market operations for scrap metals, waste tires and single stream recyclables.





Single stream recyclables are shipped to Tidewater Fibre Corporation (TFC) in Chesterfield, VA. TFC manages the recyclable sorting with state of the art machinery and markets all materials. The R-Board has received higher market prices working with TFC.



Scrap metals are currently purchased by J. Smith & Sons, who have a yard in Fredericksburg. The R-Board has experienced a significant increase in the percentage of market price received and benefits from their efficient handling procedures.



# **Litter Control**

### Goals

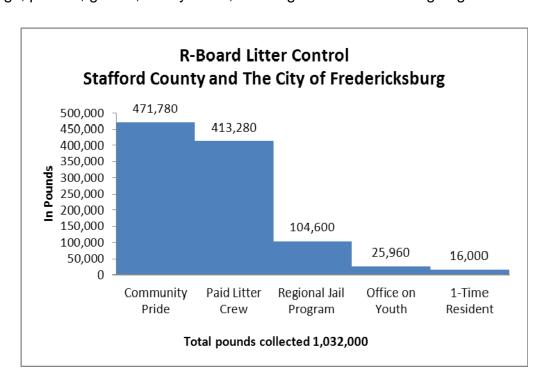
- Maintain an organized coordination of cleanup efforts;
- Maximize resources available;
- Roads requiring high maintenance are cleaned consistently; and
- All roads in both jurisdictions are given fair use of the resources available.

# **Programs**

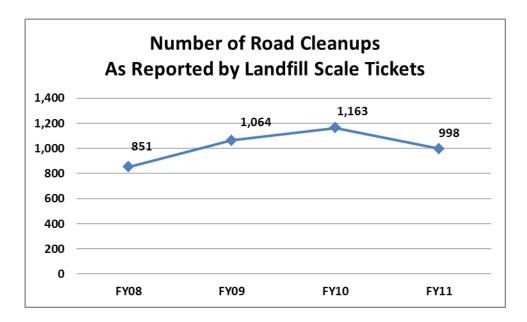
- Community Pride Neighborhood Cleanups
- Road Cleanup Resources
  - Full-time two 2-Man Litter Crews
  - Rappahannock Regional Jail
  - Rappahannock Area Office On Youth
  - One-time Special Clean-ups
  - One-time Resident Cleanups

Staff monitored over 1,400 miles of roadways and collected 355 tires off of these roadsides in FY11.

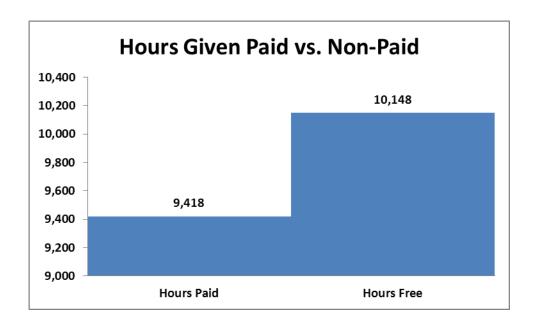
The R-Board provides all operational supplies for these programs including trash bags, pickers, gloves, safety vests, and bag collection and weighing.







The amount of trash cleaned off of roads was up from FY 2010.



Value of non-paid labor equals \$208,338.00

- Paid labor includes administrative and education outreach support
- 9,674 of the 10,148 free hours given were directly used for road cleaning





The R-Board has cooperative agreements with the Rappahannock Regional Jail and the Rappahannock Area Office on Youth. The blue bags distinguish the R-Board sponsored road cleaning activities.



The R-Board litter cleanup efforts cover over 1,400 miles of roadway.



# **Outreach & Education**

### **Programs**

Backyard Composting 101

12 Backyard Composting 101 classes garnered 94 graduates during FY11, for a total of 493. These graduates, each composting approximately six and one-half pounds of kitchen scraps per week, are keeping an estimated 85 tons of food waste out of the landfill each year. The R-Board continues to partner with the Stafford County Extension Office and composting classes will resume in September.

### Master Composter Course

R-Board staff, Master Gardener, Michelle Potter, and staff from the Stafford County Extension Office partnered to develop a manual and 6-week course to teach in-depth composting and create a pool of volunteers to expand outreach to the community. The inaugural class had seven participants and support from San Ysidro Farm in Stafford County. Outreach resulting from the course includes building a composting bin system at San Ysidro farm, presentations at area libraries, and other composting demonstrations.

### Landfill Tours, Presentations, and Educational Trailer

Staff provided 22 landfill tours primarily for home school groups and scouts. Staff continues to reach out to area preschools and Stafford County Head Start with recycling presentations. Persons of all ages continue to be impressed with the educational trailer and are excited to learn about recycling and the landfill.

### www.r-board.org

Stafford County changed its web servers and the R-Board decided to outsource its website development to RocketPop Media. The recently launched website was revamped with blogging capability, scrolling features, and improved analytics.

### Media

- 70 Facebook "Friends"
- ECO411 column in 3 editions of Virginia Neighbors magazine
- 3 blogs on Fredericksburg Patch website
- 1 article in the Free Lance-Star





Families play plastic bag basketball at the R-Board's booth at Earth Day on the Rappahannock at Old Mill Park in Fredericksburg.



An area homeschool group enjoys an edible landfill (ice cream sundae) after the classroom portion of a landfill tour.



# **Appendix**



# COMMONWEALTH of VIRGINIA

### DEPARTMENT OF ENVIRONMENTAL QUALITY

Street address: 629 East Main Street, Richmond, Virginia 23219 Mailing address: P.O. Box 1105, Richmond, Virginia 23218 nech esources TDD (804) 698-4021

www.deq.virginia.gov

K. Pavlor irector

698-4000 -592-5482

April 26, 2011

Ms. Diane Jones Rappahannock Regional SWMB 489 Eskimo Hill Stafford, Virginia 22554

Dear Ms. Jones:

We have completed our review of the Rappahannock Regional Solid Waste Management Board's 2010 Recycling Rate Report submitted pursuant to The Virginia Regulations for Solid Waste Management Planning (9VAC-20-130-165). State law (10.1-1411) and section 120.B. of the regulations require each city, county, town or region to maintain a minimum recycling rate and to report the data for the previous calendar year to DEQ by April 30 of each year. The members of the Solid Waste Planning Unit were to meet or exceed a 25% mandated recycling rate based upon the criteria established in 2006.

We accept your data as submitted, and your calculated recycling rate for CY 2010 will be reported as 56.8 %. This information has been forwarded to DEQ's Office of Waste Permitting and Compliance for consideration during their reviews of the Solid Waste Management Plans.

Attached for your review and filing is our worksheet that shows the DEQ review of your report. Please contact me with any questions.

Sincerely,

G. Stephen "Steve" Coe

G. Stephen Coe **Environmental Specialist - Recycling** Office of Land Protection & Revitalization

Enclosure

Dan Gwinner, DEQ Cc:

PRMs	As Submitted	Changes	SWPU RRSWMB		4/13/11
		NONE	Submitted RR:	56.8%	
Paper	9514		DEQ Adjusted RR:		
Metal	57209				
Plastic	102				
Glass	19		Calculations:	SWPU	DEQ
Commingled	8488		PRMs/(PRMs + M) x 100	54.4%	#DIV/0!
Yard Waste	20420				
Waste Wood	647				
Textiles	2566				
Tires	1017		(PRMs+C)/(PRMs+C+M) x 100	54.8%	#DIV/0!
Used Oil	1442				
Used Oil Filters	66				
Used Antifreeze	59				
Batteries	842		M = MSW		
Electronics	299		C = Credits		
Inoperative Motor Vehicles	0				
Other grease, food waste	592				
Other cartridges, fl bulbs,					
electronics	3				
Total:	103285	0			
MSW:					
Household	54162				
Commercial	31095				
Institutional	1253				
Other	0		Base Recycling Rate	54.4%	#DIV/0!
Total:	86510	0			
Credits:					
Recycling Residue	0				
			Adjusted RR # 1	54.8%	#DIV/0!
Solid Waste Reused	1663				
C&D material			Adjusted RR # 2	56.8%	#DIV/0!
Non MSW Recycled	0				
			(Max of 5%) Credits:	56.8%	#DIV/0!
Credits Total Tons	1663	0			
			Final RR:	56.8%	#DIV/0!
Source Reduction	2.00%	0.00%			

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# CERTIFICATE OF APPRECIATION



BUILDING SPECIALLY ADAPTED HOMES FOR OUR SEVERELY

Homes for Our Troops builds new or adapts existing homes for handicap accessibility for our servicemen and women who have selflessly given to their country and have returned home with serious disabilities and injuries. We are an organization strongly committed and proud to be giving back to our American Heroes by helping to restore their freedom and independence with barrier-free homes.

PRESENTED TO

# STAFFORD COUNTY LANDFILL

IN GRATEFUL RECOGNITION OF YOUR EFFORTS TO SUPPORT HOMES FOR OUR TROOPS

JOHN GONSALVES,
PRESIDENT AND FOUNDER

John J. Anuly

Churchergline)
DAWN TEIXEIRA,
VP / C.O.O.

THOMAS BENOIT, VP / C.F.O.

Thomas A. Berwit