

**BEFORE THE WASHINGTON  
UTILITIES AND TRANSPORTATION COMMISSION**

In the Matter of the Application of  
JAMMIE'S ENVIRONMENTAL, INC.,

For Authority to Operate as a Solid Waste  
Collection Company in Washington

DOCKET TG-220243

BASIN DISPOSAL, INC.,

Complainant,

v.

JAMMIE'S ENVIRONMENTAL, INC.,

Respondent.

DOCKET TG-220215

**PREFILED RESPONSE TESTIMONY OF SKYLER**

**RACHFORD ON BEHALF OF**

**PACKAGING CORPORATION OF AMERICA**

**October 14, 2022**

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## **INTRODUCTION**

### **Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.**

A. My name is Skyler Rachford. My business address is 31831 West Highway 12, Wallula, WA 99363.

### **Q. BY WHOM ARE YOU EMPLOYED, WHAT IS YOUR TITLE, AND WHAT ARE YOUR RESPONSIBILITIES?**

A. I am employed by Packaging Corporation of America (“PCA”). I have worked for PCA for approximately five years. I am the Assistant Superintendent of the Pulp Mill, working on the Woodyard Project for PCA’s Plant located in Wallula, Washington. I was moved to this position in October of 2021. Before that position I was the Assistant Superintendent for PCA’s OCC Plant. My role as Assistant Superintendent began in January 2020. Prior to being promoted to Assistant Superintendent, I was a Process Engineer in various areas of the mill. As Assistant Superintendent, my key responsibility is to assist in the overall operation of the of the OCC Plant, which includes some of the following duties: Identifying and troubleshooting process issues; optimizing plant production; operator training; managing hourly OCC Plant staff; coordinating with the paper machine personnel to meet customer demands; and communicating with various Mill departments to execute maintenance shutdowns and repairs.

### **Q. WHY ARE YOU TESTIFYING?**

A. My testimony will describe PCA’s interactions with Basin Disposal, Inc. (“BDI”) as it relates to BDI’s performance and ability to handle and dispose of waste generated from the OCC Plant, known as “OCC Rejects.” I will explain the challenges PCA experienced with BDI’s

ability to perform the services needed and the significant impact that had on PCA's ability to operate the OCC Plant safely and effectively. I will also describe PCA's interactions with Jammie's Environmental, Inc. ("Jammie's") and describe the quality of service performed by Jammie's.

**Q. PLEASE DESCRIBE WHAT AN OCC PLANT IS AND WHAT IT PRODUCES?**

A. OCC stands for Old Corrugated Containers. An OCC plant takes post-consumer recycled cardboard and converts it into pulp to be used as a fiber source to make linerboard and corrugated medium. The OCC comes in bails, 6ft long and 3ft tall on average, weighing up to 2 to 3,000 pounds. The average is 1,600 pounds but varies. The bails come to the Mill by truck and rail. The bails are offloaded and stored in the OCC yard, which is outside of the OCC Plant. The bails are then transferred to the Pulper by a conveyer belt. The Pulper is a large process tank with a 31,700-gallon capacity. It acts as a large blender, adding significant amounts of water into the Pulper to break up the cardboard. Approximately 14,490,000 gallons of water are used per day in converting OCC into fiber stock.<sup>1</sup> Part of the pulping process is the removal of contaminants, or "OCC Rejects" contained within OCC. This removal process is quite involved. The material starts to separate by density, type, and size. Contaminants are removed by mechanical equipment and a series of screens. The OCC Rejects are eventually separated out by type and size consisting of the some of the following: metal wires, plastic strapping, plastic jugs and bags, Styrofoam, glass, glues, dirt, rock, and sand. The OCC Rejects are eventually processed through a sidehill screen, through a compactor, then out the "Sebright" press. About 80% of the Rejects have a moisture content of 40-50%. The cleaned OCC is then sent to our

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<sup>1</sup> The majority of this water is reused in the process.

High-Density tanks to be used as fiber on our paper machines. The OCC fiber accounts for 1/3 of the fiber used at the Mill and is an integral part of our manufacturing process. The pictures below help illustrate the process explained above.



Bales of Recycled Cardboard<sup>2</sup>

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<sup>2</sup> Exh.-SR-08, p. 1.



The 31,700-gallon Pulper Tank acts like a big blender, breaking up the cardboard into pulp.<sup>3</sup>

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<sup>3</sup> *Id.* at p. 2.



Mixing of water and cardboard in the Pulper.<sup>4</sup>

**Q. PLEASE EXPLAIN WHAT OCC REJECTS ARE AND HOW THEY ARE GENERATED?**

A. Simply put, OCC Rejects are all the waste items that are removed from the recycled cardboard during the process of converting OCC into pulp. OCC Rejects typically include wet strength cardboard, glass, plastic, metal, dirt, Styrofoam, rocks, and glue. The “Junk Tower” rejects are primarily heavy metal, and wet strength cardboard. The “Sebright” rejects are primarily plastic, and wet strength cardboard. The “Effluent” rejects are primarily fiber stock

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<sup>4</sup> *Id.* at p. 3.

and water. The “Ragger” rejects are primarily wire and plastic. The “Sedimator” rejects are primarily glass, staples, rock, and dirt. Today, as I explain in more detail below, Jammie’s hauls the rejects from the Sebright, Junk Tower and Effluent. BDI hauls the Ragger and Sedimator rejects. The OCC Rejects coming from the Seabright, and Junk Tower are very wet, between 40-50% water, and the Effluent rejects have an even greater moisture content. The photos below show the waste streams throughout the process.



OCC Rejects from the Seabright Dumpster. These rejects are primarily plastic and wet strength cardboard. They contain an estimated 40-50% water.<sup>5</sup>

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<sup>5</sup> *Id.* at p. 4.





OCC Rejects from the Ragger Dumpster. These rejects are dry waste, primarily wires and plastic.<sup>6</sup>



OCC Rejects from the Sediminator Dumpster. These rejects are dry waste, primarily glass, staples, rock, and dirt.<sup>7</sup>

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<sup>6</sup> *Id.* at p. 5.

<sup>7</sup> *Id.* at p. 6.



OCC Rejects from the Junk Tower Dumpster. These rejects are made up of heavy metals and wet strength cardboard. They contain between 40-50% water.<sup>8</sup>

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<sup>8</sup> *Id.* at p. 7.



OCC Rejects from Effluent Line. These rejects are primarily fiber stock and water.<sup>9</sup>

**Q. CHARLIE DIETRICH TESTIFIED THAT OCC REJECTS ARE ORDINARY MUNICIPAL WASTE AND NO DIFFERENT THAN OTHER WASTE GENERATED AT THE MILL, WITH THE EXCEPTION OF THE VOLUME GENERATED.<sup>10</sup> IS THIS STATEMENT ACCURATE?**

A. Not at all. OCC Rejects are not a typical municipal waste, and they are nothing like the other waste streams generated at the Mill. OCC Rejects are very wet, almost 50% water.

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<sup>9</sup> *Id.* at p. 8.

<sup>10</sup> Exh.CD-1T at 3:20-24, 4:1-3.

This fact alone makes the OCC Rejects different from all other waste. Additionally, OCC Rejects are generated on a continuous basis as part of the OCC Plant production process. The OCC Plant runs 24 hours a day, seven days a week, generating OCC Rejects every minute the Plant operates. The wet nature of the OCC Rejects coupled with the volume of waste generated on a continuous basis, make the OCC Rejects a vastly different waste normally generated by any residential, commercial, or industrial facility. The fact that Mr. Dietrich describes in his testimony OCC Rejects as normal municipal waste shows his lack of understanding and overall knowledge of the waste stream.<sup>11</sup> The pictures below illustrate how much water content the rejects can have. In this situation, Jammies would come in and clean up the wet rejects.



Effluent rejects consisting of stock and water. This is what we expect during an annual shut-down.<sup>12</sup>

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<sup>11</sup> *Id.* at 4:1-3.

<sup>12</sup> Exh.-SR-08, p. 9.



Effluent rejects consisting of stock and water. This is a typical scenario during an annual shut-down.<sup>13</sup>

### **BDI'S SERVICE**

#### **Q. WHAT SERVICES DOES BDI PROVIDE FOR PCA?**

A. At the Mill, BDI hauls trash and other typical solid waste like lunchroom garbage, general office trash, and scrap metal. BDI also hauls some select dry OCC Rejects, the Ragger and Sedimotor rejects, which are mostly glass, plastic, wires, staples, rock, and dirt. These rejects are dry by nature and can be dumped into the BDI dumpsters. All this trash/waste is placed by PCA in BDI's dumpsters which are placed in locations throughout the Mill. BDI sends a driver everyday (M-F) to periodically check on the dumpsters. If the dumpsters are full, they load them onto their trucks, and haul the trash to the landfill for disposal. Once emptied, BDI returns the

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<sup>13</sup> *Id.* at p. 10.

empty dumpsters to the Mill.

**Q. WHEN DID BDI START HAULING OCC REJECTS FOR PCA?**

A. We spoke with BDI about hauling the OCC Rejects in early December 2020 before OCC production started. Start-up of the OCC Plant was planned for February 2021 but was pushed to early March 2021. BDI started hauling OCC Rejects the first week in March 2021.

**Q. WHY DID PCA INITIALLY USE BDI FOR DISPOSING OF THE OCC REJECTS?**

A. BDI is PCA's current garbage company. Since they were disposing of the Mill's other trash and waste, we decided to see if they could also handle disposing of the OCC Rejects.

**Q. DO YOU KNOW IF BDI HAD ANY PRIOR EXPERIENCE IN HAULING OCC REJECTS FOR ANY OTHER CUSTOMERS?**

A. It is my understanding after reviewing the response to Jammies' data requests that BDI does not haul OCC Rejects for anyone other than PCA and thus has no prior experience hauling OCC Rejects.

**Q. EXPLAIN WHAT WAS AGREED UPON INITIALLY BETWEEN BDI AND PCA TO MANAGE AND HAUL THE REJECTS.**

A. The initial conversations involved brainstorming different ideas on how best to manage and dispose of the OCC Rejects. This occurred in December 2020. One of the early options PCA wanted to explore was using large compactor roll-off boxes. PCA uses compactor roll-off boxes at other PCA OCC plants, and they work well. The compactor roll-off boxes

would be placed under the Seabright with the OCC Rejects being dumped directly into the compactor dumpster, which could then be hauled. BDI, however, determined it was not an immediate option due to DOT load restrictions and cost of transportation. We investigated ways to work around the DOT restrictions and determined that BDI would need to buy a different truck with a larger axel to carry more weight. Needing a solution quickly, we met with BDI at the Mill site in February 2021. We toured the OCC Plant area with BDI and reviewed the layout and plans for the Plant. We had a fairly good understanding of what the OCC Reject waste streams would consist of and presented several ideas to BDI for consideration. We wanted to start production before we made any final decisions on handling and disposal options. After this first onsite meeting with BDI, it was decided that BDI would initially provide 17, 20-yard dumpsters like the other dumpsters throughout the Mill.<sup>14</sup>

BDI was only able to deliver 15 dumpsters initially. Just like the other BDI dumpsters throughout the mill, BDI planned to pick up the dumpsters when full, dispose of the OCC Rejects, and then return the empty dumpsters. We were not certain the dumpsters would be the best option and continued to ask BDI for additional ideas on how to manage and haul the OCC Rejects.

**Q. PLEASE EXPLAIN HOW THINGS WERE GOING AFTER INITIAL OCC STARTUP AND BDI'S PERFORMANCE.**

A. Things did not go well from the start. It became noticeably clear shortly after start-up in March that BDI was not able to keep up with the amount of waste generated nor was BDI able to handle the wet nature of the OCC Rejects. My colleague at the Mill, Kasey Markland and I

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<sup>14</sup> Exh.-SR-02.

continually verbally communicated with BDI (usually Andy Foxx) that the dumpsters needed to be emptied more frequently to keep up with waste generation. The calls to BDI were at least weekly, even more frequent at the beginning. OCC Rejects were piling up outside the bins and all over PCA property. The amount of OCC Rejects on the ground outside the dumpster was so extensive it was beginning to create traffic flow and visibility problems. BDI communicated to PCA that they were having a hard time keeping up with the volume of waste generated as well as the wet nature of the OCC Rejects. BDI told PCA that they could not haul wet waste material as it violated DOT regulations. While BDI complained about the wet OCC Rejects, they never offered any ideas on how BDI could help manage the wet waste material. Instead, BDI told us that PCA needed to address the moisture content in the OCC Rejects.

PCA was also having problems dumping the OCC Rejects into the BDI dumpsters. With BDI's service, PCA would load the OCC Rejects into the BDI dumpsters with PCA bobcats. The bobcats would scoop up the OCC Rejects and then attempt to dump them into the dumpsters. This soon became a hazard. The surface area around the dumpsters became uneven due to the amount of OCC Rejects on the ground. When the bobcats got close to the dumpsters, the wheels were on uneven surfaces causing the bobcats to lurch when dumping. This led to the bobcat hitting the dumpsters and breaking the bobcat windshield onto the operating employee. There were several times where we had to use bobcats without windshields, splashing rejects on employees, impairing their vision needed to operate the machine properly. To protect our employees, PCA had to have custom windshields made of plastic so they would not shatter. Below is a purchase order for a new windshield.<sup>15</sup>

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<sup>15</sup> Exh.-SR-09.



PO Date 10/20/2021

\*\*\* COPY ONLY \*\*\* Purchase Order \*\*\* COPY ONLY \*\*\*

Vendor: 932-10 PAPE MATERIAL HANDLING  
Attn: Estimate # 668534  
909 S 18TH ST  
YAKIMA, WA 98901-3672

Purchase Order # 224144

\*\*\* SHIP TO \*\*\*  
PACKAGING CORP OF AMERICA  
31831 W Highway 12  
P.O. BOX 138  
WALLULA, WA 99363

\*\*\* SEND INVOICE TO \*\*\*  
ATTN: Accounts Payable  
wllaccounts payable@packagingcorp.com  
PACKAGING CORP OF AMERICA  
P.O. BOX 138  
WALLULA, WA 99363

Vendor Fax (509)453-4926 \*\* Print \*\*

Item/Stock #	Quantity	Description	PO Type : Regular PO	Price	UOM	Due Date
[A/P Terms:Net 30 Days] [Ship Via:Vendor Truck] [Freight Terms:Prepaid] [F.O.B:Shipping Point] Acct #52-0-700-0000-651-54						
	1	7376911 lexan door kit		2,830.00	Each	10/21/2021
*** Closed Item ***						
<b>Grand Total</b>				2,830.00		

All deliveries must include packing list or bill of lading with shipment.

Please acknowledge receipt of our order to Purchasing Agent, Shelley Olson, via email shelleyolson@packagingcorp.com.

Requisitioner Ficke, Chance  
WO # 1390509  
Req # 197964



Printed By:  
Rachford, Sklyer  
10/13/2022 11:50 Am

Sales Tax	
<input checked="" type="checkbox"/> DO NOT CHARGE SALES TAX	<input type="checkbox"/> CHARGE SALES TAX
DIRECT PAY PERMIT: CERT. NO.	
602797815-072/DP	

This P.O. is issued subject to PCA's Purchase Order Terms and Conditions unless stated otherwise on the Purchase Order  
<http://www.packagingcorp.com/doing-business-with-pca>

Packaging Corporation of America

Phone # (509)545-3281  
Fax # (509)545-3797  
Contact Olson, Shelley  
Email shelleyolson@packagingcorp.com  
By

Purchase Order # 224144  
Page 1 of 1

No Chinese or Indian Steel or castings are to be provided to PCA. Material Certifications showing test results and country of origin are required on all steel products.

**Q. CHARLIE DIETRICH TESTIFIED THAT PCA DID NOT COMPLAIN ABOUT BDI'S ABILITY TO KEEP UP WITH OCC REJECT GENERATION AND ABILITY TO HAUL OCC REJECTS.<sup>16</sup> IS THAT A TRUE STATEMENT?**

A. No, that is not true. In the beginning, Kasey and I called Andy Foxx at least weekly, usually every other day, expressing PCA's dissatisfaction with BDI's performance and their inability to keep up with the disposal of the OCC Rejects beings generated. Throughout the time PCA was using BDI, we continued to call BDI almost weekly expressing our frustration with their service and requested that BDI correct the problems, and remove the OCC Reject piles. Which they never did.

<sup>16</sup> Exh. CD-1T at 5:16-17; 14:1-2.

**Q. CHARLIE DIETRICH TESTIFIED THAT PCA COMPLAINED TO BDI THAT ALL THE DUMPSTERS WERE FULL AND BDI NEEDED TO COME IMMEDIATELY. HOWEVER NOT ALL DUMPSTERS WERE FULL. WILL YOU PLEASE EXPLAIN WHAT HAPPENED?**

A. This did occur. It was early in the process and was the result of miscommunication among the OCC Plant operators to PCA management. As Mr. Dietrich testified, it never happened again.<sup>17</sup>

**Q. AFTER PCA COMMUNICATED ITS DISSATISFACTION TO BDI, DID THINGS IMPROVE?**

A. No. BDI could not keep up with the amount of OCC Rejects generated nor could they handle the wet nature of the OCC Rejects. In April 2022, things were starting to get really bad. BDI continued to fail to keep up with OCC Reject waste and we were piling rejects on the ground. This became especially problematic on Sundays because BDI does not work on Sunday. Since PCA operates 24/7, it is critical that enough dumpsters were completely empty prior to Sunday. This was not happening, and we were forced to dump significant amounts of OCC Rejects on the ground outside the building. PCA informed BDI in writing that they were not providing satisfactory service and asked them to remedy the problem.<sup>18</sup> BDI replied that they would review the situation with BDI staff and get back to us. Which they never did. In May 2021, we informed our Mill manager of the severity of the situation in an e-mail stating “[t]he rejects situation out here is pretty dire at this point.”<sup>19</sup> BDI did tell PCA they hired additional

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<sup>17</sup> *Id.* at 6:12-13.

<sup>18</sup> Exh.-SR-03.

<sup>19</sup> Exh.-SR-04.

staff and were trying to get them trained with the goal of having one truck and driver completely dedicated to PCA. The email below is included as Exhibit 03 and was forwarded to BDI staff with a plea to produce a solid management plan.<sup>20</sup>

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**From:** Rachford, Skyler <SkylerRachford@packagingcorp.com>  
**Sent:** Monday, April 26, 2021 4:59 PM  
**To:** Lockard, Mitch <MitchLockard@packagingcorp.com>; Holm, Sam <SamHolm@packagingcorp.com>; Wilhelm, Brian <BrianWilhelm@packagingcorp.com>  
**Cc:** Thorne, Kurt <KurtThorne@packagingcorp.com>; Markland, Kasey <KaseyMarkland@packagingcorp.com>  
**Subject:** OCC Rejects BDI Dumpsters

Sam/Mitch/Brian,

We've been running into some issues lately with BDI not keeping up with emptying the rejects dumpsters at OCC. There has been a few occasions where we have had to start dumping rejects on the ground on the south side of the OCC building and just let the rejects pile up against the building because we have no empty dumpsters to deposit the rejects.

This last weekend BDI did not empty enough dumpsters to get us through Sunday when BDI does not operate. At the start of day shift on Sunday (6:30 AM) we had already run out of dumpsters and had to spend the entire day piling the rejects in front of the south side of the building until this morning when BDI resumed hauling the dumpsters away (see the picture attached showing the resulting rejects pile).

We need to push BDI to stay on top of emptying these rejects dumpsters so this doesn't happen again on the future. I think right now they are scheduled to haul 5-6 dumpsters per day. We may need to increase that to 7-8 dumpster per day now that we are up and running at higher production rates. They also need them to ensure that at least 10 dumpsters are empty before going into Sunday so that we can get through the ~36 hour period when they are not servicing the area.

I appreciate your help on this and let me know if there's anything you need from me!

Thanks,

**Skyler Rachford**  
Assistant Supt. – OCC & Recycled Fiber  
Office: Ext. 3327  
Cell: (509) 316-1354  
[SkylerRachford@packagingcorp.com](mailto:SkylerRachford@packagingcorp.com)



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<sup>20</sup> Exh.-SR-03 at p. 2.



May 3, 2021. A significant pile of OCC Rejects piled in BDI dumpsters as well as an overflow pile stretching the length of the building.<sup>21</sup>

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<sup>21</sup> Exh.-SR-08, p. 11.



May 4, 2021. OCC rejects pushed up against the building as all the dumpsters were full.<sup>22</sup>

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<sup>22</sup> *Id.* at p.12.



May 6, 2021. The piles of OCC Rejects continuing to grow taller along the building.<sup>23</sup>

**Q. DID HIRING MORE DRIVERS ADDRESS BDI's PROBLEMS?**

A. No. BDI was still unable to keep up with the OCC Reject generation and PCA continued dumping the OCC Rejects all over the ground. Often BDI would not send the full fleet of drivers until later in the week. By then, there was such a backlog of OCC Rejects it was impossible to keep up. There were many piles of rejects, and the piles were so high that we eventually ran out of space forcing us to cover a fire hydrant with OCC Rejects. Hiring additional drivers was not going solve the problem. Placing the OCC Rejects into 20-yard

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<sup>23</sup> *Id.* at p. 13.

dumpsters was just not working. BDI failed to recognize the problems and come up with solutions.

**Q. CHARLIE DIETRICH TESTIFIED THAT MOISTURE CONTENT OF THE OCC REJECTS PRESENTED PROBLEM FOR BDI TO HAUL THE WASTE. DO YOU KNOW WHY?**

A. I am not completely certain, but I know BDI had no prior experience in handling OCC Reject waste material. The wet nature of OCC Rejects makes it very different from other solid waste material. A fact that Mr. Dietrich does not seem to recognize. It became clear to PCA that BDI did not have the experience nor resources to provide any other service to PCA other than just hauling the Rejects to the landfill using its containers. It is true that BDI did complain to PCA about the moisture content of the Rejects. Yet, BDI never offered any additional services to PCA that would help remedy the wet issue with the Rejects. So, PCA would load the wet OCC Rejects into the dumpsters and allow the water to drain before transporting. The dumpsters would sometimes sit for onsite days before they were dry enough to haul to the landfill. This was such an inefficient way to dry the Rejects. But BDI had not offered any other options to PCA. As a result, the piles of OCC Rejects grew so massive to the point BDI could never catch up.

**Q. WERE THERE ANY SAFETY OR ENVIRONMENTAL HAZARDS ASSOCIATED WITH BDI'S SERVICE?**

A. Yes, there were several. First, the most significant concern was the extreme fire hazard. The massive piles of combustible material, especially located so close to the building,

presented a significant fire danger for the Plant. As the piles dried out, the fire hazard became greater. Since the piles were not contained in bunker, if any of the OCC material caught fire, it would multiple quickly spreading from pile to pile, potentially resulting in a catastrophic event. There were so many piles of Rejects, we ran out of space to dump the Rejects and were forced to cover a fire hydrant to accommodate the excess of rejects. With the fire hydrant being covered, it made the fire concern even greater . The picture below shows where the fire hydrant normally is but is covered with OCC Rejects.



May 21, 2021- Red circle indicates where the fire hydrant usually is before it was covered with OCC Rejects.<sup>24</sup>

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<sup>24</sup> *Id.* at p. 14.



Second, the uneven surface, due to OCC Rejects on the ground created unsafe conditions for the bobcat operators. Third, the growing number of Reject piles, coupled with the increasing height of the piles, severely impeded safe traffic patterns as well as limiting visibility. Kasey Markland sent the email below indicating how bad things were at the time as well as photos illustrating the mess.<sup>25</sup>

**From:** Markland, Kasey [/O=PACKAGINGCORP/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=55BB92FCCE1A4F0D9A8C5EC11EBC38DA-MARKLAND,]  
**Sent:** 5/19/2021 9:06:47 PM  
**To:** Thorne, Kurt [/o=PackagingCorp/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=63a0fe866d634b9eb2c1c186aab09c38-Thorne, Ku]; Wilhelm, Brian [/o=PackagingCorp/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a4026b7f7c424e80a477fe21a993aa85-Wilhelm, B]  
**CC:** Rachford, Skyler [/o=PackagingCorp/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6784500e517c498eb9db9cee3fb99590-Rachford,]  
**Subject:** FW: OCC Waste Trans  
**Attachments:** Trans and Disposal of OCC Waste.pdf

The rejects situation out here is pretty dire at this point. We are already as full as we were prior to the ASD and BDI cannot catch up or even keep up at this point. With our increased rejects for stickies the last couple days and our increased production since startup we need to do something else before we run out of room entirely. I called Owen to see what they might be able to do in the short term since the longer term proposal is not yet complete. They are ready to begin tomorrow, and with our current situation and the upcoming weekend I would like to be able to give them the green light.

The cost attached is for 5 week days of hauling. Since we do not have a loader in our department yet the cost of a rented one is included for a potential added cost as well (I'm assuming we won't be able to commandeer yard crews or another departments loader all shift).

If you have no objections to this, I will get a PR in for them to start tomorrow to allow us room to run over the weekend.

Thanks,  
Kasey

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<sup>25</sup> Exh.-SR-04.



May 21, 2021- Dumpsters full and ground covered from the road to the building.<sup>26</sup>

Fourth, we were in jeopardy of violating our Title V air permit. Our permit requires us to prevent fugitive emissions from leaving the mill site. As the growing piles of OCC Rejects dried, they could easily be blown off the mill property in violation of our air permit.<sup>27</sup>

4. Fugitive Emissions. The Permittee shall take reasonable precautions to prevent the release of air contaminants from emission units engaged in material handling, construction, demolition, or any other operation that is a source of fugitive emissions. Reasonable precautions include, but are not limited to, application of water as necessary to control fugitive dust or the timely removal or coverage of material piles. [WAC 173-400-040(4)(a)]
5. Fugitive Dust. The Permittee shall take reasonable precautions to prevent fugitive dust from becoming airborne and maintain and operate the source to minimize emissions. Reasonable precautions include, but are not limited to, application of water as necessary to control fugitive dust or the timely removal or coverage of material piles. [WAC 173-400-040(9)(a)]

**Q. CHARLIE DIETRICH MENTIONS SEVERAL TIMES IN HIS TESTIMONY THAT BDI TRIED TO PUSH THE IDEA OF A BUNKER. IS THIS ACCURATE?**

A. No. My recollection is that PCA originally brought up the idea of a bunker, not BDI in our February 2021 onsite meeting. We mentioned the idea of building a bunker on the backside of the building. The bunker was one of many ideas discussed but nothing specific or

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<sup>26</sup> Exh.-SR-08 at p. 15.

<sup>27</sup> Exh.-SR-06.


concrete was ever presented by BDI. It is also important to recognize that building a bunker alone would not solve all the problem with the OCC Reject piles. The Rejects needed to be placed in the bunker, then rotated, mixed, and blended with dryer Rejects already in the bunker until they were eventually dry enough to be disposed. This required a front-end loader and an onsite full-time operator. After they were dry enough, the Rejects still needed to be placed into the dumpsters. PCA does not have the resources or equipment to effectively manage the OCC Rejects once placed in the bunker. PCA was looking for options that could handle everything with the OCC Rejects, not just the hauling.

It was not until Jammies started helping PCA with the excessive piles of OCC Rejects and presenting ideas to PCA to better manage the situations did BDI bring up the idea of providing a loader and operator to PCA. Never had BDI presented the idea of BDI managing the OCC Rejects onsite before placing them in the dumpster. The first time BDI presented this idea to PCA was mid July 2021 as seen in the email below.<sup>28</sup>

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**From:** Charlie Dietrich [charlied@basindisposal.com]  
**Sent:** 7/14/2021 3:00:57 PM  
**To:** Rachford, Skyler [/o=PackagingCorp/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6784500e517c498eb9db9cee3fb99590-Rachford,]  
**Subject:** [EXTERNAL] Plan - Open Questions

Hi Skyler,

I wanted to keep you up to date on the proposal process. I am putting the final touches on a few plans, both for the short term and for the long term, to help solve our problem. Through this, two questions have popped up that I was wondering if I could get  the help on?

1. What is the lead time and process to get a designated area onsite to be approved as a bunker/holding area?
2. What is the process/lead time to get onsite approval to bring in a loader and have one of our employees operate it?

Thanks,  
Charlie

Even then, it was very general with no specific details or commitments. BDI was merely

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<sup>28</sup> Exh.-SR-05.

suggesting to do what Jammie's was already doing but in very general terms. It wasn't until the September meeting that PCA saw a written proposal from BDI about BDI's willingness to provide a bunker, front-end loader, and onsite operator.

**Q. WHEN DID BDI FINALLY VISIT THE MILL TO REVIEW THE PROBLEMS AND DISCUSS THE PERFORMANCE ISSUES?**

A. July 2021. Attending the meeting was myself, Kasey, Kurt Thorne, Brian Wilhelm, and Paul Cova from PCA and Charlie Dietrich came from BDI. PCA was very clear that we were not happy with BDI's performance and adjustments needed to be made immediately. I walked Charlie through all the issue we were having. He saw the site and the mess. During the tour we revisited the compactor roll-off boxes again and asked BDI for additional ideas and options. This led to the trial in July in which we tried using a compactor. We determined it takes approximately five hours to fill a compactor 80% full. BDI told PCA that they did not have trucks capable of handling the weight of the compactors filled to 80%. As a result, the compactor roll-off boxes would need to be hauled almost every 2 hours. This made the compactor option cost prohibitive. Mr. Dietrich said he would look into additional options and get back to PCA. We were looking for BDI to present better options for managing and disposing of the Rejects. BDI did not present anything to PCA to consider until September 2021. And what BDI ultimately presented was the same thing Jammie's had started doing for PCA months prior to help clean up the OCC Reject mess.

**Q. WHEN DID PCA FIRST SEE A WRITTEN PROPOSAL FROM BDI?**

A. September 2021. Charlie came to the September meeting with a written proposal.

This was the first time we saw the proposal. It was not provided to PCA before the meeting. We thought the meeting would be about potential solutions, instead it started by Charlie telling us we were “doing an illegal act because of our use of Jammies.” In the proposal, BDI presented the same thing Jammie’s was doing except with bigger trucks, using a 40-yard van trailer with no top. BDI said they would supply a loader and operator to load the trailers and then haul the waste to a landfill. We don’t know if they had the trailers or the right equipment yet. Because of the differences in the cost of the operator vs. the haul itself, we had to follow up several times to understand what the quote meant and what they would be charging. Internally, we tried to calculate the actual cost of using BDI because it was not clear from the proposal. At that point, we had no confidence in BDI’s ability to perform. Jammie’s services were far more reliable, dependable, and responsive to PCA needs. Ultimately, we decided it was best for the Mill to continue using Jammie’s to manage the OCC Rejects.

**Q. DOES PCA STILL USE BDI FOR HAULING OCC REJECTS?**

A. Yes, BDI still hauls the dry Rejects from the Ragger and Sedimator. These Rejects are dry and do not require any additional handling and can be placed directly in BDI dumpsters.

**Q. BDI TESTIFIES THAT PCA FAILED TO NOTIFY BDI OF ANY INCREASE IN PRODUCTION. WAS THERE AN AGREEMENT OR UNDERSTANDING THAT PCA WOULD NOTIFY BDI OF PRODUCTION INCREASES?**

A. No. PCA would never agree to such notification obligations. The very nature of our business often necessitates fluctuations in production. Most often, these fluctuations are beyond PCA control and are customer driven. Our expectations are that BDI, or any similar service provided is capable of handling production fluctuations for an industrial manufacturing

customer. Jammie's has never had a problem with this.

**Q. MR DIETRICH TESTIFIED THAT BDI TRIED TO HELP PCA MANAGE THE WET OCC REJECTS. WHAT DID THEY DO TO HELP?<sup>29</sup>**

A. BDI delivered two additional dumpsters. Having additional dumpsters does nothing to address the moisture content of the OCC Rejects.

**JAMMIES SERVICE**

**Q. HOW LONG HAS PCA BEEN USING JAMMIES?**

A. PCA has been using Jammie's for a variety of services at the Mill for over ten years. They have provided industrial cleaning services within the OCC Plant, including the OCC processing machinery, from the beginning. They first started cleaning up the ever-growing piles OCC Rejects in May 2021.

**Q. WHAT OTHER SERVICES DOES JAMMIE'S PROVIDE FOR PCA?**

A. Jammie's provides several industrial cleaning and maintenance services at the Mill. This includes: water blast and vacuum services in multiple areas of the Mill including the OCC Plant; cleaning tanks that need repair and maintenance; hydro excavation and repairs for line locates and new line installation; and rail services to keep tracks clean and mitigate fire dangers in the summer. Generally, when we need something cleaned up, Jammie's provides the needed services.

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<sup>29</sup> Exh.-CD-1T at p. 7: 1-4.

**Q. WHAT LED PCA TO START USING JAMMIE’S FOR DISPOSING OF THE OCC REJECTS?**

A. An employee of Jammie’s was providing a cleaning service unrelated to the hauling of OCC Rejects in May 2021 and had observed the piles of OCC rejects everywhere. Jammie’s asked PCA about the issue and after discussing practical solutions, PCA welcomed any help Jammie’s was willing to provide. In late May 2021, Jammies began helping BDI manage the OCC Reject disposal. Jammie’s worked alongside BDI. Given how behind they were in hauling the OCC Rejects, I think BDI was thankful for the help. In June and July, Jammie’s continued helping BDI keep up, but they were starting to find actual solutions that would not require all three parties to be working on the waste. By late August, Jammie’s was doing such a good job we didn’t need BDI’s dumpsters, nor did Jammie’s need any support from PCA. Jammie’s was able to effectively manage the entire waste stream.

**Q. WHAT EVENTS LED UP TO THE DECISION TO GIVE JAMMIE’S A TRIAL RUN AT MANAGING AND DISPOSING THE OCC REJECTS?**

A. By July 2021, BDI was still attempting to dispose of the OCC Rejects, but the piles continued to grow, and the conditions were getting worse. Because of the piles of OCC Rejects, PCA was on the verge of violating their Title V Air permit for fugitive emissions, safe working conditions continued to be an issue, and the fire hazards continued to increase. Things were getting dire at the Mill, and we needed to find a solution. BDI simply could not keep up and their containers were not working. Jammie’s came to us with some options and a written proposal dated July 7, 2021. Jammie’s stated they could provide a full-time onsite person to manage the waste, provide a front-end loader for mixing and loading, load the waste into a conveyor trailer,

and then haul the waste for disposal.<sup>30</sup> Jammie's was prepared to get to work immediately. PCA issued a purchasing order to Jammies to start the trial. The trial started in early July. As part of the trial, Jammies proposed to use an 86 cubic yard belt trailer to haul the OCC Rejects more efficiently. In order to accurately test the new idea, we needed a large quantity of OCC Rejects on site. So, we had to stockpile OCC Rejects to make sure the conditions mirrored the everyday conditions at the OCC Plant.



Jammies Belt Trailer.<sup>31</sup>

## **Q. HOW DID TRIAL GO?**

A. It went well. To PCA's relief, Jammie's ideas worked. The belt trailer was a much more efficient and effective way to load and haul the OCC Rejects. As Jammie's refined its

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<sup>30</sup> Exh.-SR-07.

<sup>31</sup> Exh.-SR-08, p. 16.



process, they were able to haul more and more by adding a second belt trailer. Within a few weeks, the OCC yard was much cleaner. Jammie's very quickly assessed the situation and began managing and transporting the OCC Rejects in a much more efficient, effective, and responsive manner. Since Jammie's started managing the bulk of the OCC Rejects, we do not have multiple piles of OCC Rejects or dumpsters everywhere. We have controlled and managed waste. After months of frustrations with BDI, due to Jammie's excellent work, this has become a non-issue for us.

**Q. HOW DID JAMMIES SERVICE DIFFER FROM BDI'S SERVICE?**

A. Jammie's does not just haul the waste, they manage it. The hauling of the OCC Rejects is just a minor part of the services provided by Jammie's. Jammie's blends, rotates, and mixes the OCC Rejects so that the drying process moves quickly, ensuring they eliminate the moisture. Jammie's does all the loading of OCC Rejects into the trailer throughout the day. The rotating, blending, and loading of the OCC Rejects is a complicated process handled by Jammies' onsite contractor. This continuous management and loading prevent the rejects from building up and becoming a fire hazard. Jammie's also brought in a Conex Bunker in August of 2021 so that they would not damage the exterior of our building by hitting the side with the loader. Instead, Jammies pushed the OCC Rejects against the Conex and loads the OCC piles from there eliminating the possibility of damaging our building. The Conex is pictured below as well as a clear path without the BDI dumpsters against the wall.



September 19, 2021- Jammies has added their Conex and eliminated the piles and dumpsters in front of the facility.<sup>32</sup>

Jammie's communicates effectively, coordinating with our workers and management. They also have someone onsite 5 days a week and on Saturday as needed. The onsite person actively manages the OCC Reject piles so that the Rejects are dried and ready for transportation. This takes a lot of onsite time and coordination to ensure their belt trailers can be loaded effectively. We no longer have double handling of reject streams or any of our employees operating a bobcat. Jammie's daily onsite management made a distinct difference in the quality

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<sup>32</sup> *Id.* at p. 17.

of service provided by Jammie's compared to the quality of service provided by BDI. BDI simply transported the dumpsters. Jammies performs daily onsite full-time management of the OCC Rejects. With Jammies' service, PCA can focus on operating our OCC Plant.

The other key differences between BDI and Jammie's is Jammie's has specialized expertise with industrial services, great customer service, and responsive communication. Jammies noticed our issue and came to us with solutions. These solutions derived from the specialized knowledge that Jammie's has in this industry. They saw the issue with moisture and brought out their vacuum trucks, whereas BDI told PCA to fix it ourselves. After waiting for solutions from BDI, it was refreshing to have Jammie's not only come to the table with solutions but also with equipment, actions, and specialized experience to show what can work. This type of proactive behavior and responsiveness is the reason PCA chose to move forward with Jammie's.

**Q. WHAT IF ANY CHANGES DID BDI MAKE AFTER HEARING ABOUT JAMMIES SERVICE?**

A. We started receiving notices from BDI that the use of Jammie's was illegal. Simultaneously, we received offers from BDI to do the same service Jammie's was providing. It was not until Jammie's took over that BDI became more interested in providing service to PCA and offering a solution, even though it was the same thing Jammie's was already doing.

**Q. IS PCA SATISFIED WITH THE SERVICE JAMMIE'S IS PROVIDING?**

A. Yes. PCA is incredibly pleased with the services Jammie's is providing. We have confidence in Jammie's. We know they have the experience, staffing resources, proper

equipment, and responsiveness to manage and transport our OCC Rejects reliably and effectively. We no longer have the same concerns with fire hazards, employee safety, or permit compliance because the rejects are properly managed and removed from the site. Below is the concrete bunker that was built by a mechanical contractor hired by PCA as well as a clear path between the concrete bunker and the Conex bunker supplied and built by Jammie's.



Jammies eliminated piles in front of building and are managing under a concrete bunker.<sup>33</sup>

**Q. DO YOU HAVE CONCERNS WITH THE BDI'S ABILITY TO PROPERLY  
MANAGE AND DISPOSE OF THE OCC REJECTS AT THE SAME QUALITY AS  
JAMMIES?**

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<sup>33</sup> *Id.* at p. 18.

A. Yes, I do. Even if BDI has the same equipment Jammie's does, based on my experience with BDI, I do not believe they can provide the service Jammie's provides PCA. BDI does not have the same specialized expertise to manage the OCC Rejects. I know Mr. Dietrich testified this is not a special waste and requires no special training. I completely disagree. This waste is different. The OCC Reject stream is not like any other waste material generated at the Mill and it does require additional handling. BDI transports solid waste. It does not have the resources and experience to manage special waste streams. The OCC Rejects require specialized onsite management and coordination. Services BDI is not able to perform.

### **CONCLUSION**

**Q. ARE YOU REQUESTING THAT THE COMMISSION GRANT JAMMIE'S APPLICATION?**

A. Yes, I am.

**Q. DOES THIS CONCLUDE YOUR RESPONSE TESTIMONY?**

A. Yes, it does.