



## Labor of love

Matthews found a home in Fla., at Wheelabrator

BY MEAGHAN CASEY

At age 29, Scott Matthews uprooted his life in New York and New Jersey, relocating to Southern Florida. Embracing both a new climate and a new career, he never looked back.

"I was here visiting for a month and I heard about the new (Wheelabrator South Broward) plant opening up," he said. "I didn't know what to expect, but I had a background in hard, physical labor. I applied and was hired and started as a laborer for \$9 an hour during the start-up."

Seventeen years later, Matthews has made Broward County and Wheelabrator his home.

"It's amazing how many

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South Broward day-shift supervisor Scott Matthews mans the frontloader.  
PHOTO: REBA SALDANHA

### Our door is open to you Take a tour inside our plants

Have you ever wondered what happens to your trash after it is collected from the curb? We invite you to tour one of our Broward County plants and witness firsthand the journey waste takes as it is processed and ultimately converted into electricity.

#### To set up a tour, please contact:

**Wheelabrator North Broward**  
Sally Alvarez  
2600 Northwest 48th  
Pompano Beach, FL 33073  
954-971-8701 x 219  
salvarez@wm.com

**Wheelabrator South Broward**  
Joyce Tate  
4400 South State Road 7  
Fort Lauderdale, FL 33314  
954-581-6606  
jtate1@wm.com

## Not stuck in neutral

Wheelabrator plays key role in reducing CO<sub>2</sub> emissions

BY PAUL HALLORAN

In an age when global warming has gained international attention and scrutiny, there has been a concerted effort to reduce emissions of carbon dioxide and other greenhouse gases which are believed to contribute to a worldwide change in climate.

"Carbon neutral" has become a popular term, referring to a net of zero carbon release

into the atmosphere, which is brought about by balancing the amount of carbon released with the creation of a commensurate amount of carbon emissions reduced or avoided.

Waste-to-energy technology, such as that employed by Wheelabrator Technologies, has proven to be even better than carbon neutral. Here is how waste-to-energy is playing a key role in the fight against global warming: The

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# Community is a key member of our team



**Gary Collette**

Here at Wheelabrator, our role in energizing our neighbors extends far beyond the electricity we produce. We believe that a commitment to the community is an integral part of any business. We are proud to support local education initiatives, non-profits, environmental programs, fundraising activities and community events.

One such event is Clueless on Las Olas, which I have attended the last two years. It's a wonderful night, bringing together the community in support of the students of Broward County, and, of course, the local

businesses on Las Olas. (See page 3). We are also happy to support events such as the Davie Orange Blossom Festival and the Women of Vision luncheon, which benefits Young At Art Children's Museum.

While it's important to reach out through financial contributions, we believe in personal interaction as well. Our employees are residents, parents and coaches in Broward County. Scott Matthews, a supervisor at the South plant, coaches his son's Little League team. He and his wife are active in the Miramar community and he and his labor team are always willing to lend a

helping hand, planting trees or aiding with construction projects in the local schools. Likewise, lead mechanic Carlos Velazquez here at the North plant is a family man and the proud father of four. Inspired by his example, his son Joel is now working at the South plant.

We are a team. We are family. But, most importantly, we are committed to serving you, the people of Broward County.

*Gary Collette is plant manager of Wheelabrator North Broward.*

# We're good, but don't take our word for it



**Jairaj Gosine**

As you will read elsewhere on this page, Wheelabrator and its parent company Waste Management were recently profiled in *Fortune* magazine, one of the foremost business publications in the world. We were very pleased to have Marc Gunther from *Fortune* take a look inside our company and learn a little about who we are and how we do business.

I found it noteworthy that Mr. Gunther came away from his experience very impressed with the employees he had the opportunity to meet and speak with. He is obviously a very perceptive reporter. We are fortunate to have

approximately 125 dedicated, loyal employees at the South and North plants. They do like their jobs and they are committed to providing the best possible service to our customers.

When interviewed about the story he wrote for *Fortune*, Mr. Gunther told our *Wheelabrator Broward News* reporter that transparency is a growing trend in the business community. He noted that companies are more open about their operations and the environmental impact they have.

We have a longstanding open-door policy at Wheelabrator. We encourage anyone who would like to tour either of

our plants in Broward County to contact us (see Page 1) and we will set it up right away. Not only do we not have anything to hide, we are confident that once you see the manner in which we convert your trash into electricity, you will agree that waste-to-energy is a clean, safe and efficient process.

Please consider accepting our invitation and setting up a tour of one of our plants. I think you'll like what you see.

*Jairaj Gosine is plant manager of Wheelabrator South Broward.*

# Making a good impression, fortunately

## Fortune Magazine gives Wheelabrator high marks on the environment

By PAUL HALLORAN

While moderating a panel discussion at the National Recycling Coalition's annual Congress and Expo in Denver last fall, Marc Gunther, who writes about environmental issues for *Fortune* magazine and CNNMoney.com, was challenged by Waste Management CEO David Steiner to take an inside look at WM's operations, including landfills, waste-to-energy plants operated by Wheelabrator Technologies, and recycling facilities.

Gunther agreed and, needing to go to South Florida on business, arranged to visit WM's Central Landfill in Pompano Beach, the Wheelabrator South Broward waste-to-energy plant in Fort Lauderdale and WM's Materials Recovery Facility in Pembroke Pines.

Gunther — whose story can be accessed at [http://money.cnn.com/2008/01/30/news/companies/gunther\\_garbage.fortune/](http://money.cnn.com/2008/01/30/news/companies/gunther_garbage.fortune/) — said he was initially impressed with the openness of Waste Management and Wheelabrator, a wholly-owned subsidiary of WM.

"The fact that they were willing to say, 'Come take a look and ask any question,' to me that says something good about the company," Gunther said in a telephone

**“** The fact that they were willing to say, 'Come take a look and ask any question,' to me that says something good about the company. **”**

**Marc Gunther**  
*Fortune Magazine*

interview from his home outside Washington, D.C. "If, in fact, their landfills were a real environmental problem I don't think they would invite a reporter or school kids to tour them."

Gunther said he was "pretty impressed with the cleanliness of the landfill and the precautions they take and the fact that there is a marina right across the street. I was also very impressed with the people (who work there)."

Gunther repeated that several times in the course of a relatively brief conversation. He was genuinely struck by the caliber of WM and Wheelabrator employees he met.

"It was just a gut feeling," he said. "They're people who live in the community and you could feel a sense of pride among the people in what they do."

After touring the Wheelabrator South Broward plant, Gunther wrote that the crane operators who scoop the trash from the pit and dump it into the boiler have "the coolest jobs in the garbage industry." He reiterated his feeling about the employees he met.

"They seem to care about what they do," he said. "They are longtime employees of Wheelabrator and Waste Management. That's very cool to see."

Gunther admittedly went into his assignment with a limited working knowledge of how the waste industry operates. He said he tried to make it clear that he reported on what he saw at the facilities he visited — no more, no less.

"The real purpose of the story was to get readers to think about what happens to their trash," he said.

It would seem he accomplished that — and then some.

# Energizing good causes



The actors who took part in last year's Clueless on Las Olas enjoyed participating in the the performance.

## Wheelabrator-sponsored murder mystery on Las Olas benefits Partners in Education

BY MEAGHAN CASEY

On April 17, the normal crowd of shoppers, diners and tourists on Las Olas Boulevard were replaced by some unusual suspects, snitches and sleuths.

This was the 13th year of Clueless on Las Olas, a unique murder mystery street party that benefits Partners In Education and is presented by Wheelabrator Technologies.

Inspired by the board game Clue, players must solve a crime, determining who did it and where. Participants are introduced to the suspects (played by actors from the Women's Theatre Project) and must then visit specific stores and restaurants along Las Olas to pick up clues. For \$1, snitches sell hints to the seven clues.

This year's original mystery was "Death and Saxs," playing on a musical theme. Following the detective work, participants were invited to enjoy a silent auction and complimentary appetizers, desserts, wine and beer. The grand prize winner of the game was awarded two round-trip tickets on Southwest Airlines.

Clueless on Las Olas is Partners In Education's main fundraiser. In 2007, the event raised about \$45,000. As the presenting sponsor, Wheelabrator contributes \$10,000 annually.

"As our primary sponsor, that's a fourth of what we raise," said Nina A. Randall, Partners In Education executive director. "We couldn't run the event without Wheelabrator's sponsorship."

"Wheelabrator wants to make sure we give back to the communities where we do business," said Linda Sapienza, director of community relations for Wheelabrator Technologies. "Partners In Education is an excellent vehicle in which to do that."

Founded in 1983, Partners In Education is Broward County Public Schools' premier school-business partnership program. The organization funds programs such as Principal for a Day, as well as mini-grants for teachers and scholarships to attend conferences.

"Everything we do as an organization is essentially paid for through Clueless," said Randall.

The organization's main goal is to successfully partner schools with local businesses and organizations. Partners mentor or tutor students, provide real-world projects for



Linda Sapienza and Nina Randall, executive director of Partners in Education, take a look at student artwork at Wheelabrator's North Broward Plant.

students to work on, sponsor field trips, donate equipment and provide career shadowing and internship experiences.

"Partners In Education keeps track of all those partnerships and shows you how to do it right," said Sapienza.

"Wheelabrator is a great partner," said Randall. "It's difficult over time to find organizations that enjoy what they're doing in the schools, and continue that work for years. Linda Sapienza has really kept the enthusiasm going."

Wheelabrator has been a long-time partner to Stephen Foster Elementary School, but also offers opportunities for middle school students to take part in its yearly company-wide symposium. Students commit to a six-month learning project to identify an environmental challenge in their community and develop a long-term solution. Additionally, the plant opens its doors to all Broward County students for field trips and tours.

For more information about Partners In Education, contact Nina Randall at (954)321-1974.

## Luncheon raises \$100,000 for Young At Art Children's Museum

BY MEAGHAN CASEY

The 11th annual Women of Vision Queen of Hearts Luncheon raised \$100,000 for the Young At Art Children's Museum's award-winning ArtReach Center program.

Located at the Salvation Army's Plymouth Colony shelter in Hollywood, the ArtReach Center offers an after-school arts and homework assistance program for homeless children from the Plymouth Colony shelter and Miami Rescue Mission's Broward Outreach Center.

Lois Wexler, Mayor of Broward County, chaired the event, which was sponsored in part by Wheelabrator South Broward. Additional sponsors included GL Homes, The Commons, Leo Goodwin Foundation, Craig Zinn Automotive Group, Royal Caribbean International & Celebrity Cruises, Pirtle Construction and the South Florida Sun-Sentinel. Gerlinde Photography, Glenn's Greenery and Over the Top, Inc. Rental Party Linens also donated services.

Young At Art Children's Museum is a pioneer in the field of art education. For the past 17 years, it has forged new ground by integrating the arts with math, vocabulary, geography, language and multicultural understanding to educate more than one million children and their families. The museum is in the midst of a \$21 million capital campaign — The Art Answer — to build a new 45,000 square-foot facility on an 11.7 acre site at 112th Avenue and I-595 in Davie.

This year's special Women of Vision honorees celebrated four generations of giving by the women of the Ezratti family, including Rosie, Anna, Maya Ezratti Rosenblum and Elle Ezratti Rosenblum.

"We thank the Ezratti family and all of the Women of Vision who attended as well as our sponsors for their continued generosity and support," said Young At Art Children's Museum Executive Director Mindy Shrago. "They share our goal of creating opportunities for children from all socio-economic levels to motivate learning, promote cultural tolerance and enrich lives."



Robin Bartleman, center, Broward County School Board chair and Young At Art Children's Museum board member, is joined by Women of Vision Queen of Hearts Luncheon sponsors Linda Sapienza of Wheelabrator Technologies, left, and Young At Art board secretary Martine Zinn of Craig Zinn Automotive Group.



# Turning waste into energy benefits everyone

By KAITLIN RAHL

Americans are producing more trash every year. According to the Energy Information Administration (EIA), a statistical agency of the U.S. Department of Energy, the average American threw away 2.7 pounds of trash a day in 1960. Today, the average American throws away 4.5 pounds of trash daily, an increase of 67 percent.

Waste-to-energy (WTE) plants burn trash and use the resulting heat to make electricity. While WTE technology was introduced in the U.S. by Wheelabrator Technologies in the early 1970s, European countries have been using it for more than 50 years. There are currently more than 400 WTE plants in Europe, four times as many as there are in the U.S. Some of the “greenest” countries in the world are relying on WTE as their primary method of waste disposal.

In Denmark, for example, 54 percent of waste is burned and converted into energy, while France is at 50 percent and Switzerland more than 40 percent. Japan is the world leader at a rate of 62 percent. In the U.S., only 12 percent of waste is converted into energy, despite the fact that the Environmental Protection Agency has had determined that waste-to-energy plants to have less environmental impact than almost any other source of electricity.

In the U.S., waste-to-energy plants such as those operated by Wheelabrator generate enough energy to supply the electricity requirements of millions of households. Garbage is akin to a

mixture of energy-rich fuels. The fuel is composed of materials that homes and businesses commonly dispose. Nevertheless, providing electricity is not the only major advantage of waste-to-energy plants; burning waste also reduces the amount of garbage that needs to go to landfills. According to the EIA, waste-to-energy facilities dispose of the waste of 40 million people, with the average American producing more than 1,600 pounds of waste a year. That waste would normally take up more than two cubic yards of landfill space, which is the volume of a box three-feet-long, three-feet-wide and six-feet-high. Conversely, if that waste were converted into electricity in a waste-to-energy plant, the ash

residue would fit into a box that is nine times smaller.

The process of converting trash into energy is simple. Trash collection trucks unload the trash into a large concrete storage pit inside the facility. Overhead cranes put the trash into hoppers that feed a modern, high efficiency combustion unit. The trash, burning at more than 2000°F, releases its energy, which is recovered by producing steam in a conventional steam boiler. The steam in turn is used to generate electricity in a turbine generator.

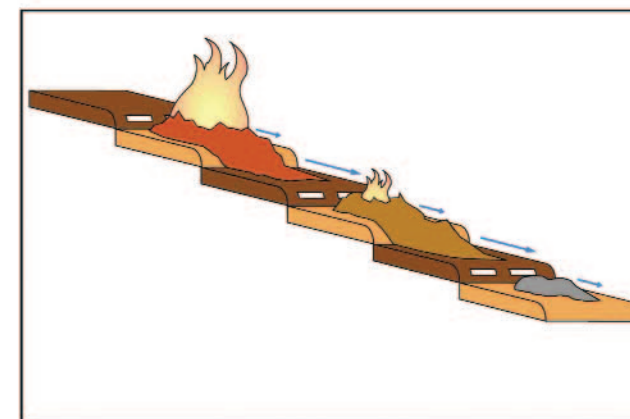
In a waste-to-energy plant, a ton of garbage generates about 550 kilowatts of electricity, enough energy to heat a typical office building, according to the EIA.

In modern waste-to-energy plants, the combustion flue gas is treated by scrubbers that neutralize acid gases by spraying the gas with a mixture of lime and water. This also cools the flue gases, causing pollutants that had volatilized at the high furnace temperature to condense into particles. These particles are then trapped by highly efficient fabric filters, preventing them from being emitted into the air. Most other conventional fossil fuel energy plants don't use controls as sophisticated as these.

Converting trash into energy reduces the volume of a community's garbage by up to 90 percent. The remaining 10 percent is an inert ash that can be safely disposed of in modern landfills or used in various commercial applications, such as landfill daily cover material or road paving.

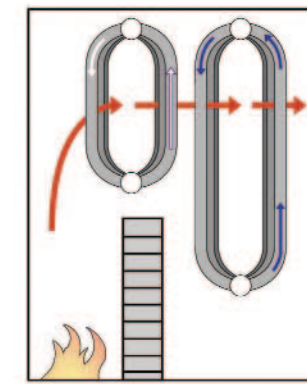
Converting trash into energy reduces the volume of a community's garbage by up to 90 percent.

## The Waste-to-Energy Process



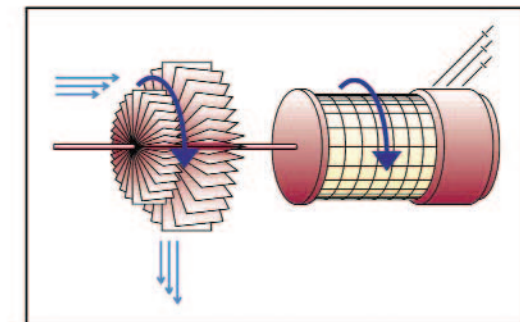
COMBUSTION GRATE

Inclined reciprocating grate systems move the burning waste at specific rates through the furnace, ensuring complete combustion and maximum energy recovery.



BOILER

Combustion gases from the burning waste move through a sophisticated refuse boiler designed to circulate purified water, extract the combustion heat, and convert it to superheated steam for electricity production.

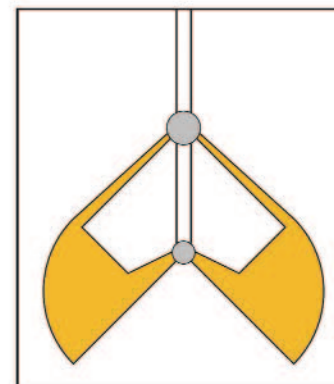


TURBINE-GENERATOR

High-speed precision turbine blades, driven by the high-pressure steam from the boiler, drive a generator to produce electricity. Water condensed after this process is recirculated to the boiler system.

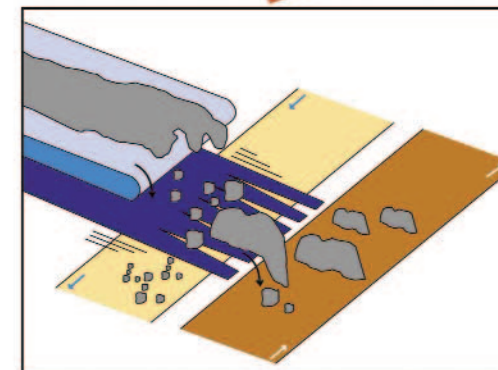
NEGATIVE AIR PRESURE

The plant's combustion air is drawn from the enclosed receiving area and refuse fuel pit, maintaining a negative air pressure that controls the release of dust and odors.



CRANE

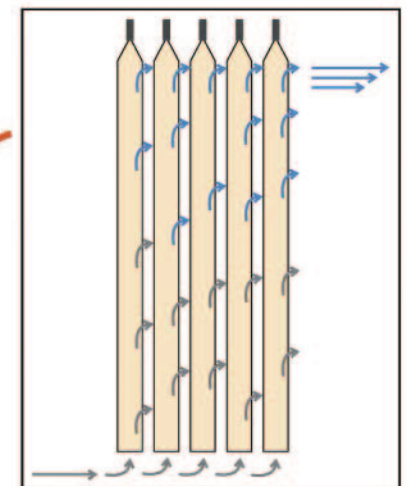
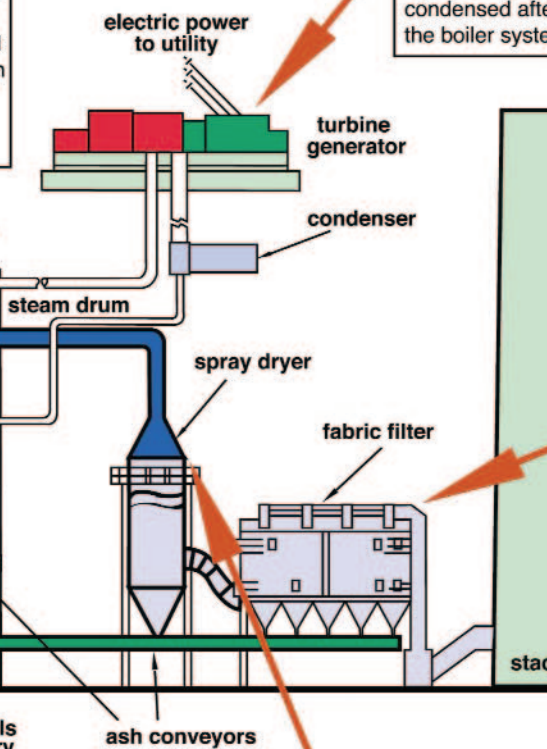
Hydraulic refuse cranes mix and load the incoming waste, depositing it into hoppers that feed the plant combustion systems.



MATERIALS RECOVERY

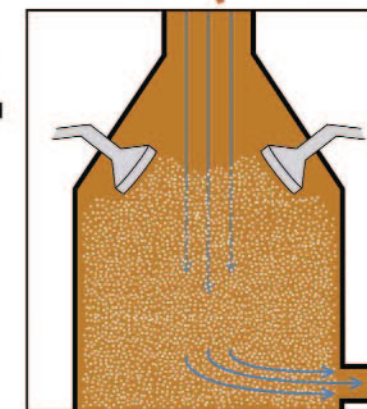
The inert combustion ash residue is size and magnetically separated after combustion, enabling efficient metal recovery for recycling.

1 ton of municipal solid waste:  
\* produces 625 kilowatt-hours of electricity,  
\* is equivalent to 1.6 barrels (67 gallons of oil)



FABRIC FILTER (BAGHOUSE)

Hundreds of Teflon® fabric tubes filter more than 99.9% of the particulate material from the combustion flue gases. The filtered ash is recovered and safely disposed.



SPRAY DRYER (SCRUBBER)

A precise mixture of lime and water is sprayed into the combustion exhaust gases to remove acid gases, heavy metals, and trace organic emissions.



# Wheelabrator better than carbon neutral

## CARBON FOOTPRINT: from Page 1

trash that is burned by waste-to-energy facilities is comprised primarily of biomass organic material — i.e. food, wood and paper. The combustion of that type of material counts as zero carbon emissions.

Trash that is sent to waste-to-energy plants also includes plastics, textiles and other materials made from petroleum. They create carbon dioxide when burned, though only a small percentage of waste-to-energy's direct emissions fall into that category.

Waste-to-energy plants such as those operated by Wheelabrator help avoid release of greenhouse gas emissions in three ways. First, waste-to-energy plants generate electricity by using the heat from the combustion of the trash to create steam in high-efficiency boilers. The steam in turn powers electric generators. Producing electricity with trash avoids the greenhouse gas emissions associated with conventional electric power plants, which typically burn coal or oil.

Second, the trash that is converted into energy in a waste-to-energy plant, having already been subjected to recycling by households and businesses, would either go to a waste-to-energy plant or a landfill. Waste that is placed in a landfill decomposes over time, creating methane gas, which is 23 times more potent as a greenhouse gas than carbon dioxide. Even well controlled landfills that collect the gas and use it to create electricity, are not able to collect 100 percent of the methane. This uncaptured methane, however small a quantity, would be released as a greenhouse gas emission.

Finally, waste-to-energy plants also avoid greenhouse gas emissions by recovering ferrous metals, such as iron and steel, from the ash residue left after combustion of the trash. These metals are sent off to recycling facilities. Making new iron and steel from that recycled material results in less carbon dioxide emissions.

The net effect of waste-to-energy technology when it comes to carbon dioxide emissions is that for every ton of municipal solid waste that is converted into electricity at a waste-to-energy plant, approximately one ton of carbon dioxide is avoided or offset. That figure was arrived at by researchers at universities and the U.S. Environmental Protection Agency (EPA).

In 2007, Wheelabrator-operated waste-to-energy plants were responsible for more than two million tons of carbon dioxide being avoided. The North and South Broward plants collectively avoided or offset more than 400,000 tons of carbon dioxide in 2007.

According to the EPA, of all the solid waste management options, waste-to-energy does the most to reduce greenhouse gas releases into the atmosphere. Industry wide, waste-to-energy plants annually prevent the release of more than 30 million tons of greenhouse gases such as carbon dioxide.

The U.S. Conference of Mayors, through its U.S. Mayors Climate Protection Agreement, supports a seven percent reduction in greenhouse gases from 1990 levels by 2012 and recognizes waste-to-energy technology as a means to achieve that goal. Also, the Global Roundtable on Climate Change has identified waste-to-energy as a means to reduce carbon dioxide emissions as well as methane emissions from landfills.

Being even better than "carbon neutral" is another example of how Wheelabrator and waste-to-energy are helping to protect the environment.

# Matthews has been at Wheelabrator since day one

## MATTHEWS: from Page 1

employees are still here from the beginning, and have made a career out of it," he said. "It's the good people and the opportunity to make a good living that keeps you here. In this company, your opinion counts. It's valued."

Since his start, Matthews has advanced from laborer to lead laborer to his current role as day-shift supervisor. As such, he is responsible for a six-man crew, overseeing general labor, outage work, landscaping, cleaning, construction, special waste, ash handling and communication with contractors. He also plays a role in special projects such as plant tours.

Matthews grew up in Point Pleasant, N.J., on the Jersey Shore. He worked as a carpenter in New York City before becoming part of the waste-to-energy industry. He currently lives in Miramar with his wife of 13 years, Ruth, and their three children, Fred, Bianca and Scott. Ruth, the sister-in-law of a South plant operator, is a labor and delivery nurse in Broward County. The couple met at a Wheelabrator softball game.

"I remember asking about her at the game," said Matthews. "Here we are 13 years later with three kids and three dogs."

An active parent and dedicated to the



Scott Matthews, left, points something out to Michel Hernandez.

community, Matthews is coach of his son's Little League team, the Pasadena Lakes Optimist. He and his wife volunteer at St. Bernadette School, where their two youngest children attend. Matthews also has donated his time and skills to the students of Broward County Public Schools. Along with his labor team, he has planted trees, constructed birdhouses and poured

concrete at area schools.

Matthews' labor team also helped construct an outdoor classroom at Sawgrass Springs Middle School which is made entirely of recycled materials. They also assisted the school in building a greenhouse and hydroponics lab through which students will be planting native species to replace those lost in past hurricane seasons.

"We try to teach kids about the environment, what we do and how important energy is," said Matthews. "Wheelabrator is concerned about the community, so we try to do everything we can to help. Plus it's fun to go over there and interact with the students."

In addition to making his own on-site visits, Matthews is eager to invite groups of students to the plant for tours.

"We've had a lot of elementary, middle and high school kids come through here for tours," he said. "They see the cranes and the structures and they're just amazed. It's eye-opening for them to learn about what we do here."

In between his personal and professional responsibilities, Matthews enjoys traveling back to the North as well as more tropical destinations. Long ago, he traded in his skis for fishing and snorkeling gear, taking full advantage of Florida's recreational opportunities.

# Velazquez finds happiness at Wheelabrator North Broward

## VELAZQUEZ: from Page 8

have four children, ranging in age from 15 to 24 — Joshua, Jainina, Joel and Carlos Jr. Joel, 23, works as a utility operator at the South Broward plant. He joined the team two years ago, following in his father's footsteps.

"He always watched me and knew what the job was about," said Velazquez. "One day he came up to me and said, 'Dad, I think I'm ready.' I expect a lot because he's a good kid. They all are. He's done great. He started out in a labor position and worked his way up."

For Velazquez, one of his most exciting Wheelabrator experiences was the opportunity to attend the 2007 Fiesta

Bowl. The game was played for the first time at the new University of Phoenix Stadium in Glendale, Ariz. that year. Velazquez and his wife joined more than 30 employees from Waste Management (Wheelabrator's parent company) and one other Wheelabrator employee from the Westchester (NY) plant. The employees stayed in Scottsdale from Dec. 27 to Jan. 2 and took in the game on Jan. 1. The undefeated Boise State Broncos won by defeating the Oklahoma Sooners 43-42 in overtime.

"It was an incredible experience," Velazquez said. "They treated us like kings. It was awesome, something my wife and I will never forget."



North Broward lead mechanic Carlos Velazquez works at his desk.

# Breakthrough in building leaders

By MEAGHAN CASEY

As part of Waste Management's Breakthrough Performance Leadership (BPL) program, employees at Wheelabrator plants are learning that operational success is best achieved through communication and unity.

BPL is a program that will engage employees by implementing systems to help them perform the best they can and by developing strong leaders.

"It's how we develop the best people to go along with the best data and best assets," said Waste Management CEO David Steiner. "BPL is a way of investing in our employees' development and showing that we care about them."

"The program utilizes the theory that all employees want to contribute," said South Broward Plant Manager Jairaj Gosine. "The process helps each employee to understand their leadership roles in improving the operational, people, customer, safety and environmental outcomes of their business unit."

Wheelabrator Westchester (NY) was chosen to spearhead the pilot program last year for Wheelabrator Technologies, Inc., a wholly-owned subsidiary of Waste Management.

"From Westchester, some of the results include setting goals and expectations for 2008 and increasing communications between departments using a site within the local network, similar to a blog," said Tom Maillet, former plant manager. "BPL helped recognize that we were taking some of the basics for granted as a team."

Maillet is now implementing the program at nine Wheelabrator facilities, including the two Broward plants. Full implementation of BPL will occur at all sites this year.

## New program helps make strong leaders at Wheelabrator



From left, Scott McIlvaine, Christopher Bean, Carlos Velazquez, John Moore and Jim Epsilantis discuss the plant's efforts to develop strong leaders.

As part of their participation, the North and South Broward teams have attended formal training sessions and have held meetings for employees to identify opportunities and solve issues that affect customers as well as employees. The team members are responsible for providing performance management feedback, coaching employees to apply the skills and knowledge learned in training, interpreting operational data, viewing

the organization as a total system and not just his or her job, and engaging employees to improve satisfaction, loyalty and retention.

"It's a simple program, but a good program," said John Moore, operations superintendent at the North plant. "It empowers the employees. These guys are working in the plant day-to-day and they have good ideas. BPL allows them to bring those ideas to the table."

"The best ideas come from the people who are closest to the problems," agreed North Broward Plant Manager Gary Collette. "So it's important to have that inter-communication. People are much more open and more likely to approach management with their ideas, through this program. They see it as a vehicle to get things done."

"BPL allows all employees to help solve business problems and

participate in the creation of a best place to work," said Gosine. "It increases employee engagement and encourages open and honest dialogue between all employees. It also helps the employee to understand the value that he or she has on the success of the business."

The first wave of BPL kicked off at the Broward plants in October. It has consisted mainly of information gathering.

"We started out with a survey of employees, trying to determine their level of engagement and how we can make Wheelabrator a better place to work," said Collette.

Based on the results of the survey, management and employees have communicated about the work environment through monthly meetings and will continually evaluate the issues and opportunities for change.

"Everyone received training to solve the issues that came up and we've been brainstorming how to create the most positive work environment," said Collette.

"It's not a one-way street," said Moore. "The meetings have helped management to follow through and bring those ideas to life. It makes North Broward a better place to work."

The second wave of the program will incorporate action planning and execution to drive results. Each year, refresher training will take place as needed, and the employee survey will be repeated. The process is intended to create an annual rhythm that will permanently change the way employees think about performance and improvement. The overall program is expected to reach 10,000 employees this year.

## Recycling is about more than newspapers

By PAUL HALLORAN

Recycling is about more than just newspapers.

That's the message from Broward County Waste and Recycling Services, which works with partner cities to oversee recycling in the county.

Odette Reza-Brown, Public Education Program Manager for Broward County Waste and Recycling Services, said the agency is in the midst of an educational campaign to let residents know they are encouraged to recycle a variety of other items, both by using curbside collection and dropoff facilities.

Items that can be placed curbside for recycling include: aluminum and steel cans; brown, green and clear glass; milk and juice cartons; plastic containers labeled No. 1 or No. 2; magazines; rice, cereal and macaroni boxes; phone

books; soda and beer cartons; shoe boxes; and file folders.

While many people may be cognizant of the ability to recycle those items, they might not be aware of the opportunity to recycle yard waste, household hazardous waste and electronics.

"We want people to know that they can recycle more than just the typical stuff," Reza-Brown said. "We make sure the items are disposed of correctly and we recycle what we can."

Yard waste – including tree trimmings, branches, palm fronds and tree trunks – can be dropped off any Saturday from 8 a.m. to 3 p.m. at the three waste transfer stations: North – 2780 N. Powerline Road, Pompano Beach; South – 5601 W. Hallandale Beach Blvd., West Park; Central – 5490 Reese Road, Davie.

Household hazardous waste and electronics can be dropped off Friday or Saturday from 8 a.m. to 3 p.m. at the waste transfer stations. Items that fall into this category include: motor oil, anti-freeze, paint, car batteries, propane tanks, mercury thermometers, fluorescent bulbs and tubes, computers and monitors, TVs and cell phones.

There is no charge for Broward County residents to drop off any of these items.

Reza-Brown hopes that changes as a result of the ongoing awareness campaign. "We're trying to promote recycling as well as let people know that the system manages waste in an environmentally friendly way," she said.



EMPLOYEE PROFILE

# Leading mechanic

## Velazquez finds happiness at Wheelabrator North Broward

BY MEAGHAN CASEY

Wheelabrator North Broward lead mechanic Carlos Velazquez knows the secret to keeping any employee happy: treating him or her with respect.

“My opinion here has always counted,” he said. “I try to do the same with my team, treating them fairly and communicating with them every day.”

Velazquez was hired Nov. 11, 1996 as a first-class mechanic. He has served as lead mechanic for the past nine years. In that role, he is responsible for the day-to-day maintenance of the plant. He supervises eight mechanics, deals with contractors and oversees troubleshooting, planning and ordering, and outages.

“I come to work early everyday and walk the plant,” he said. “I want to be aware of everything that’s going on here.”

Velazquez joined Wheelabrator following a 17-year career with a local power company, where he served as maintenance supervisor.

“I wanted to go back to my tools for awhile,” he said. “I knew a couple of guys here at Wheelabrator and it seemed like a good fit.”

“I enjoy what I do,” he continued. “Management is really good to us as employees.”

He also commends the company for its emphasis on safety.

“The condition in which the plant is kept and the level of safety has really gone up in the last 11 years,” he said. “The main focus is to make it home to your family in the same way you came in. That means no shortcuts.”

Born in Cuba, Velazquez was raised in Miami. He and his wife of 25 years, Lisette, (who attended a rival high school), have made their home in Miami. They

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North Broward lead mechanic Carlos Velazquez loves his job.

PHOTO: REBA SALDANHA