

## COME ON IN!



Haley Ante, Brittany Ruiz, Taylor Walsh and Emma Gilchrist enjoy a past open house at Wheelabrator Millbury.

### Community invited to take up-close look at Millbury plant

By DAVID LISCIO

Wheelabrator Millbury invites members of the community to attend an open house on September 28 to help commemorate the facility's 20 years of operations in Millbury. All are welcome to attend the open house, which will be held from 11 a.m. to 3 p.m. at the facility, located at 331 Southwest Cutoff Road (Route 20).

Free and family-oriented, the fun-filled event will feature a Rainforest Reptiles show, a wild birds of prey show entitled "Wind Over Wings," a disc jockey, cartoon characters, face painting,

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**You're invited: Wheelabrator Millbury Open House Sept. 28, 11 a.m. - 3 p.m.**

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#### Returning to his roots

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## A breakthrough performance

### Program builds leaders at Wheelabrator Millbury

By MEAGHAN CASEY

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

The BPL program engages employees by implementing systems designed to help them perform to the best of their ability.. The ultimate goal is to develop strong leaders and improve employee satisfaction, loyalty and retention.



Tom Maillet

"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."

Wheelabrator Westchester, based in N.Y., was the first plant to pilot the

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## Wheelabrator MILLBURY News

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# Our door is open to the community



**FRED  
CONFALONE**

Welcome to the fall edition of Wheelabrator Millbury News. September is an exciting time as students return to their classrooms, equipped with the tools to begin yet another year of learning. For some, it may be the first experience in a new school. For others, it may be the first time leaving home to begin their college journeys.

Here at Wheelabrator Millbury, we believe that the opportunity for learning never fades. Every day, we have the chance to learn something new and broaden our horizons. That's why we invite all of you to visit our facility for an open house on Sunday, Sept. 28, from 11 a.m. to 3 p.m. We are celebrating 20 years of operation and we would love to share with all of you an inside glimpse of the waste-to-energy business.

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We also offer public tours of the plant on a regular basis. We gladly welcome groups and individuals. Each hour-long visit consists of an informational video, guided tour and question-and-answer session. I cannot tell you how many times people have walked away from a tour amazed and

impressed with what they saw.

Just as each of you can learn something new by walking through our plant, so, too, can we. Within this facility, we are constantly looking for ways to improve how we operate. The company-wide Breakthrough Performance Leadership program helps us to do that more effectively by increasing the communication between employees and management – just as we aim to enhance our communication with you, our neighbors.

Please remember that our doors are always open. As we celebrate our 20-year anniversary in community, we hope all of you will be a part of our special day, as well as our future.

*Fred Confalone is general manager at Wheelabrator Millbury.*

## Relationship between Wheelabrator and Millbury schools runs deep

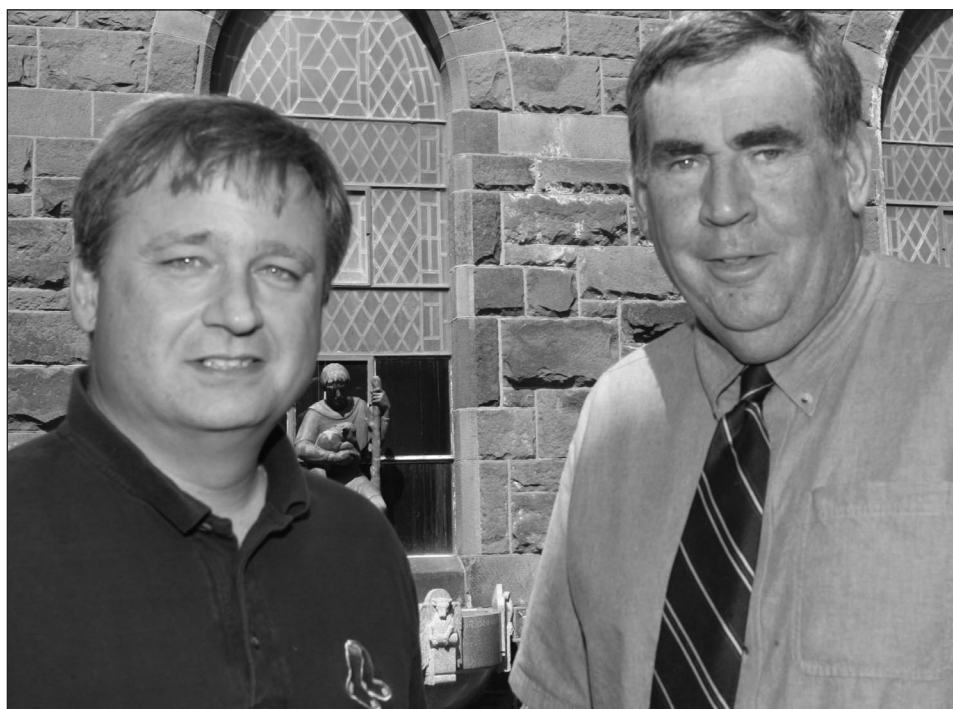
BY DAVID LISCIO

For 12 years, David Roach served as superintendent of Millbury Public Schools, during which time he cultivated a strong collaborative relationship with the Fred Confalone, general manager of Wheelabrator Millbury. As a result, the plant has played an important role in supporting education and academic activities within the community.

Roach, a Millbury native and member of the Millbury High School class of 1967, thought back on his days as Millbury superintendent and rattled off a litany of events that succeeded at least in part due to help from Wheelabrator. He recalled 25 community projects, including one involving transforming the high school into a temporary museum to celebrate the 60th anniversary of the end of World War II.

“That was a big one back in 2005. One of the students even built a Jeep out of cardboard boxes,” he said. “It was a great community event.”

Other Wheelabrator-assisted events he recalled included: installing the Elm Street playground; laying memorial bricks; funding the high school football team's Super Bowl championship rings; donating the entrance sign for the symposium team's wildlife sanctuary project; fostering the student-run Service Learning Program; and sponsoring an



Wheelabrator Millbury General Manager Fred Confalone developed a strong working relationship with former Millbury Superintendent David Roach.

**“**  
**“Every time I called Fred, I always received a good**  
**answer. Wheelabrator was always there for us.”**  
**-David Roach, former Millbury superintendent of schools**

electric car for a school science class.

Wheelabrator employees have also participated in a community reading day, when classrooms are adopted and volunteers read to the students.

“Every time I called Fred, I always received a good answer,” said Roach, referring to Wheelabrator Millbury General Manager Fred Confalone. “Wheelabrator was always there for us.”

Confalone said, although he will miss his friend, he and other Wheelabrator managers are looking forward to meeting new school superintendent Susan Hitchcock and continuing the partnership. “We intend on going forward with the strong relationship we’ve built over the years,” he said.

Although Roach has assumed new responsibilities and challenges, his memories of days spent in the Millbury schools remain clear and pleasant.

“I was superintendent for 12 long, beautiful, wonderful years,” he said. “I wouldn’t have missed a minute of it.”

Today, Roach is principal of the 60-student Nativity School for boys in Worcester who come from disadvantaged backgrounds. He and his wife live in Sutton, but they are planning to return to Millbury, perhaps to the old family home.



Daniel Radebaugh was plant manager at Wheelabrator Millbury for three years.

# Here when it all began

## Original plant manager reflects on his Millbury experience

BY MEAGHAN CASEY

You might call Daniel Radebaugh a pioneer - twice over.

As a control board operator at Wheelabrator's first waste-to-energy facility in Saugus in 1975, Radebaugh was part of a revolution that changed forever the way people viewed waste disposal and energy conversion forever.

Radebaugh witnessed growth in a company that was to become the nation's most successful municipal waste-to-energy contractor, establishing 15 other waste-to-energy facilities.

Saugus was not the only Wheelabrator plant where Radebaugh blazed a trail. He served as the original plant manager of Wheelabrator Millbury, arriving a year before the plant went online in 1987. He was in charge of preliminary engineering and development before the doors opened.

"I learned a lot about the technical side of the business in Saugus, which was very helpful when I got to Millbury," he said. "The most challenging part was trying to capture the understanding of the community and overseeing relations with the regulatory agencies.

"I enjoyed the time I spent in Millbury," Radebaugh added. "It was gratifying to be part of the start-up of the plant - it's hard to believe that was more than 20 years ago."

Today, Radebaugh has come full circle. After a 25-year hiatus, he has returned to his Wheelabrator roots, rejoining the Saugus plant six months ago as maintenance manager.

While the Saugus plant has maintained its original structure, the improvements are also evident. Since its early years, Wheelabrator has introduced new operational procedures, energy recovery technologies and air quality control systems in all of its plants that have established new industry standards for reliable design, construction and safe operation.

"I think the biggest changes I've noticed since I left the company have been in health and safety," said Radebaugh. "That's a huge plus and it's worked out well for the organization."

Radebaugh has had a long history with Wheelabrator. After eight years in Saugus, he spent three years as operations manager at the Wheelabrator Westchester (NY) plant before moving on to Millbury, where he worked for three years.

Radebaugh spent another three years in Miami, working for a resource recovery facility. He returned to Wheelabrator in 1992 as plant manager in Westchester. Three years later, he was transferred to Wheelabrator Bridgeport (Conn.) as plant manager. From there, he moved to Wisconsin and worked for an independent power producer for five years before returning to New England and performing independent consultant work.

Radebaugh lives in Northwood, NH. A native Floridian, he relocated to Massachusetts after marrying his wife, Mardell. The couple, married for 39 years, met while Radebaugh was a patient at the Chelsea Naval Hospital. They have two sons, Daniel III and Allan.

Radebaugh and his wife are active in fundraising efforts for the Cystic Fibrosis Foundation. Their younger son Allan is a crane operator at Wheelabrator Saugus. Following in his father's footsteps, he joined the Wheelabrator family, starting out at the Broward County, Fla. plants and relocating to Saugus eight years ago.

**Wheelabrator  
Millbury  
Fast Facts**

The Wheelabrator Millbury waste-to-energy facility provides dependable, environmentally safe disposal of municipal solid waste for more than 30 communities in Massachusetts, while generating clean, renewable electricity for sale to the local utility.



# Environmental activists

## Millbury Jr./Sr. High symposium team sheds light on Davidson Bird Sanctuary

The Davidson Bird Sanctuary has long been a resource that is underutilized and undervalued — that is, until a group of local students decided to make it their mission to raise awareness.

As part of the Wheelabrator Symposium for Environment and Education, a group of middle school students from Millbury Jr./Sr. High School participated in a seven-month learning project to create visibility and accessibility to the Davidson Bird Sanctuary for the community.

Working with teachers Mark Sutphen and John Hillier,

volunteer Sharon Beausoleil, Wheelabrator Millbury's Fred Confalone and Steve Pawelski, and Wheelabrator Hampton's Barbara Dombrowski, the Millbury team cut back trails on the 25-acre tract, created new maps and replaced the entrance sign to the sanctuary inviting hikers to enjoy the area. The team also held clean-up events asking the community to take part in restoration efforts.

As part of the annual symposium, participating schools teams identify and research a specific environmental or public challenge in their communities throughout the school year. The goal is to provide an opportunity for students to apply real-life solutions to issues they study in the classroom, while enjoying a rewarding and fun experience grounded in science.

"For the last 14 years, we have sponsored the symposium and every year the students continue to amaze me," said Linda Sapienza, director of community relations for Wheelabrator Technologies. "Sponsoring the event is



The Millbury Jr./Sr. High team presents its symposium project to a panel of judges.

all part of Wheelabrator's philosophy of giving something back to our communities. For me, it is wonderful to see the enthusiasm and dedication students bring year after year."

In May, the Millbury team joined nine other teams representing Florida, New England and the mid-Atlantic region, and traveled to Sunrise,

Fla., for two days to present their projects and solutions to a panel of educators, politicians and community leaders.

The first day, each team presented to a panel of judges who asked questions and gave advice to each team. This year's panel included Kids Ecology Corps Executive Director Emily

Lagerquist, Broward marine biologist Patrick Quinn and Miami MetroZoo's Ron Magill.

"During the symposium we learned about other environmental challenges just by listening to all the presentations from the other school teams," said Nicole Wright, one of the students from Millbury Jr./Sr. High School. "I was nervous about doing the presentation and was very relieved when it was over."

Immediately following all the presentations, Wheelabrator hosted an awards and recognition ceremony honoring all the teams. Millbury was awarded the Community Involvement Award and received a \$1,000 donation for its school.

The second day of the symposium was dedicated to fun. With the presentations behind them, the students spent the day learning and having a relaxing time at the Miami Seaquarium.

In addition to the positive experiences the students take away from the event, Wheelabrator established a four-year scholarship opportunity for symposium participants through its partnership with Fisk University in Nashville, Tenn. Those interested should speak with their teachers and advisors for more details.



Millbury students, from left, Brandon Moseley, Marirose Watters, Nicole Wright, Courtney Diamond, Nicole Machacz, Danielle Richmond and Sarah MacAdam pose during the symposium presentations.



Wheelabrator Director of Community Relations Linda Sapienza presents the Millbury team with the Community Involvement Award.



Courtney Diamond presents at the symposium.



Millbury students, from left, Sarah MacAdam, Danielle Richmond, Courtney Diamond and Nicole Machacz face the judges during the symposium presentations.



Millbury's Marirose Watters presents the team symposium project on the Davidson Bird Sanctuary.





From left, Ryan Despres, Glenn Despres, Mike Waters, Gary Despres and Owen Despres don't know quite what to make of the gorilla riding a chicken at a past Wheelabrator Millbury open house.

# Open house set for Sept. 28

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balloon artists, barbecue and a visit by Worcester Tornadoes mascot Twister. In addition, a raffle will be held to win either a 42-inch flat-screen television or Nintendo Wii entertainment system. The catered barbecue includes hamburgers, hot dogs, cotton candy, popcorn and soft drinks.

"It's a fun day for the whole family," said Fred Confalone, Wheelabrator Millbury general manager. "We have had anywhere from 500 to 1,000 people attend our open houses. And they're not just for Millbury residents, but for anyone who wants to learn more about our facility and waste-to-energy."

Confalone encourages members of the community to come and take a tour of the plant and get an inside look at the operation. "The best thing about an open house is it brings people into the plant and shows them what we do. They can see first-hand how Wheelabrator is safely disposing of their trash and generating clean, renewable electricity to power their homes and businesses."

And to those die-hard Patriots fans, Confalone noted the open house falls on the Patriots' bye week, so they don't have to miss a game to attend.

# BPL program builds leaders at Wheelabrator Millbury

BPL: from Page 1

program and the results were positive.

"When participating in BPL, we all recognized we were taking some of the basics for granted as a team," said Tom Maillet, former plant manager of Wheelabrator Westchester and the implementer of the program throughout all Wheelabrator facilities. "Some of the results included setting goals and expectations for the year and creating department communications using a local Web site similar to a blog."

In Millbury, BPL teams have held meetings for employees to enhance teamwork and brainstorm different ways to further enhance the facilities world-class performance. The team members are also providing performance management feedback, interpreting operational data and coaching employees to apply the skills and knowledge learned in training. Each year, refresher training will take place as needed, and an employee survey will be repeated.

The process is intended to create an annual rhythm to permanently change the way employees think about performance and improvement. The overall program is expected to reach all Wheelabrator employees this year.



The BPL team conducts a meeting in the plant control room: from left, Chris Huppe, Tim Creighton, Dan Kilburn, Gary Plante and John Kris.

PHOTO: DAVID LISICIO



# **Our house is open. You're invited.**

Sunday, Sept. 28, 2008 • 11 a.m. - 3 p.m.

Wheelabrator Millbury  
331 Southwest Cutoff  
(Route 20) Millbury

## **Enter to win a 42-inch flat-screen TV**

Music, face painting, balloon animals, live reptile show, Twister the Tornadoes mascot, and more!  
Hamburgers • Hot dogs • Soda • Cotton candy • Popcorn

**Fun for everyone!**

While you're visiting, we hope you and your family will take a few minutes to tour the facility, and learn what makes Wheelabrator Millbury environmentally friendly.



***Wheelabrator Millbury Inc.***

A Waste Management Company





# Safety first

## Sibinich keeps workers safe and prepared at Wheelabrator

BY DAVID LISCIO

The white binder on Stephen Sibinich's desk is more than 10 inches thick, a compendium of every safety and environmental protocol and procedure adhered to at Wheelabrator's waste-to-energy facility in Millbury. It is, in a sense, his Bible.

Sibinich is Wheelabrator Millbury's manager of Environmental Health and Safety Compliance, an important job he has held since joining the Wheelabrator family in 1991.

A native of Troy, N.Y., and graduate of Anna Maria College in Paxton, Mass., Sibinich holds a degree in environmental health. He is responsible for the health and safety of the facility's 54 employees. Part of that role means he conducts specialized training sessions to ensure employees are keenly aware of potential workplace hazards and know how to avoid them.

"We train employees to lock and tag out equipment before working on it. We make everyone aware of different health and safety programs, including fall protection, fire protection, scaffolding, confined space, as well as proper training with personal protection equipment," said Sibinich.

According to Sibinich, Wheelabrator lives by a culture of workplace safety. The Millbury facility earned a prestigious Star ranking in the Occupational Health and Safety Administration's (OSHA) Volunteer Protection Program (VPP) in 2004, was re-certified in 2007 and holds the highest VPP rating through 2012.

Although the number of regulations issued by OSHA has increased markedly over the past decade, Wheelabrator Millbury has continually maintained a top level of compliance.

"When it comes to safety protection, we don't want anyone to get hurt at work, and we don't want anyone to get hurt at home," said Sibinich. "We want our employees to practice the same level of safety at home when they're mowing, weed whacking or using a chainsaw. We expect them to wear heavy gloves, safety glasses, and proper ear and eye protection. It's all about bringing that safety culture out of the plant."

Health concerns and the environment are also key

drivers of employee safety. Along with OSHA requirements, the plant must comply with stringent federal and state regulations on air, water and solid waste emissions.

"We're one of the most regulated industries," Sibinich said, explaining that the Wheelabrator Millbury plant also oversees and operates the ash landfill owned by the Town of Shrewsbury.

It's clear Sibinich's job is far more than making sure employees wear hard hats and steel-toed workboots, and at times it can get stressful. To relax, Sibinich heads out to sea in his customized aluminum fishing boat.

"I love to fish for stripers," he says. "That's a good day. I don't get to do it enough."

Sibinich and his wife of 23 years, Erin, reside in Uxbridge, Mass., with their three children, Courtney, 20, Chelsey, 18, and Tripp, 16.

