

# Wheelabrator WESTCHESTER News

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Summer 2008

## SAFETY FIRST

### Westchester plant records zero incidents in 2007

BY MEAGHAN CASEY

In most cases, zero does not equal success. But for Wheelabrator Westchester, zero was the winning number.

The plant recorded zero incidents and zero days out of work due to injury or illness in 2007,

according to the U.S. Dept. of Labor's Occupational Safety and Health Administration (OSHA). Plant Manager Peter Kendrigan accepted Wheelabrator Technologies' 2007 Safety

Achievement award on behalf of the plant at the

company-wide managers' meeting held in Baltimore in March. William Roberts, Wheelabrator's vice president of operations (and a former Westchester plant manager), presented Kendrigan with the award.

"In order for us to go zero-zero, we have to have full commitment from everyone in the plant," said Kendrigan. "I think the record proves how dedicated this team is."

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Wheelabrator Westchester employees celebrate their VPP status with a full year of zero work-related injuries in 2007.

PHOTO: PAULA MULLER

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##### Learning environment

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##### Caring for the community

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## New shift is a breakthrough for Westchester workers

BY MEAGHAN CASEY

Wheelabrator Westchester employees are shifting operational gears — for the better — thanks to Waste Management's Breakthrough Performance Leadership (BPL) program.

The plant rolled out a new work schedule, which includes a fifth shift, on June 29. The schedule allows employees greater flexibility and longer turnaround between rotating shifts. To successfully incorporate the new shift, the plant also hired two new employees.

"The addition of the fifth shift is a major accomplishment which will increase the quality of life for our employees and allow them more

See BPL Page 6



Brett Baker oversees the BPL scheduling team.

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# A Wheelabrator Westchester welcome



**Peter Kendrigan**  
Plant Manager

As the newest member of the Wheelabrator Westchester community, I thank you for the warm welcome you gave me when I arrived eight months ago and for your continued support.

I am proud to join such a dedicated team of employees. Wheelabrator Technologies is first and foremost a family. I know — I have been with the company for seven years, serving as plant manager in both Claremont, N.H. and Gloucester County, N.J.

While my job function here is similar to what I left behind, I am pleased to be building relationships with my new neighbors and new team. I also am excited about the capacity of this plant, which processes 2,250 tons of waste per day and converts it to clean, renewable energy. It is a wonderful feeling to come to work every day knowing that through our operations, the electrical needs of almost 87,000 of your homes can be met.

My thanks go out to Tom Maillet, who successfully

**“My thanks go out to Tom Maillet, who successfully managed this plant for the past 10 years. Through his leadership, Wheelabrator Westchester’s safety and overall performance is at its highest.”**

managed this plant for the past 10 years. Through his leadership, this plant’s safety and overall performance is at its highest (page 1). I send Tom my best wishes as he embraces the new challenges and opportunities at Wheelabrator headquarters in Hampton, N.H.

This is a vibrant and active community, and I am proud to work with such civic-minded teammates as Ken Phillips (page 8), who has led many of our community outreach projects. It was also wonderful to interact with Peekskill Middle School students this spring as they embarked upon their environmental symposium

project (pages 4-5). I was so impressed by their poise in presenting and their dedication to making Westchester County a more environmentally friendly place to live.

I wish you all a safe and happy summer, and I thank you again for your interest in Wheelabrator Westchester. It is a pleasure to call each one of you a neighbor.

*Peter Kendrigan is plant manager at Wheelabrator Westchester.*



## All new to manage: New Hampshire, New Jersey and now New York

By DÉANNA RAMOS

As we all go through the hustle and bustle of everyday life, we typically do not stop to think twice about the amount of energy we use. As a result, many people probably don’t realize that energy can come from an unlikely source: trash.

The Wheelabrator Westchester plant produces enough clean, renewable energy on a daily basis to meet the needs of 87,000 homes. One of the main contributors to this operation is Peter Kendrigan, the plant manager.

Kendrigan, who has a passion for the community and the environment, said he has “always been mechanically inclined, and passionate about the environment.” He has been at Wheelabrator Westchester for eight months, after having worked at Wheelabrator plants in New Hampshire and New Jersey. He said the only difference among the plants is the capacity of the operation.

“The last plant I worked at had

33 employees and processed 500 tons per day; this plant has 66 employees and processes 2,250 tons,” he said.

Kendrigan has been with Wheelabrator since 2001, when he was hired as operations manager at Wheelabrator Claremont (NH) before being promoted to plant manager of that facility four months later. He provided solid leadership at Wheelabrator Claremont, overseeing a major emissions control system upgrade project, and was a key force in the facility’s successful bid for OSHA Voluntary Protection Program (VPP) certification.

From Claremont, he went on to serve as plant manager at Wheelabrator Gloucester County in Westville, N.J., just across the river from Philadelphia.

Kendrigan is a graduate of Massachusetts Maritime Academy where he earned a degree in marine engineering and was also a pitcher for the baseball team. Prior to

joining Wheelabrator Claremont he worked for Maersk Line Limited and Narragansett Electric.

Kendrigan said he is happy to be at Wheelabrator Westchester and he has already taken an active role in the community, serving on the board of directors of the Hudson Valley Gateway Chamber of Commerce and working on the Cleaning up Peekskill Campaign.

Mindful that we must find a way to lower our dependence on foreign oil and produce more renewable energy, Kendrigan makes sure that his family — wife, Seana, and children, Liam (7), Connor (5) and Courtney (2) — recycles and lowers its carbon footprint. His children are doing things to improve the environment such as being “active in recycling programs and asking questions concerning my job,” he said.

Kendrigan said he takes great satisfaction in knowing that he “works at a plant that was green, before going green was cool.”

## Wheelabrator Westchester Quick Facts

The Westchester facility processes up to 2,250 tons per day of municipal solid waste for 35 communities. At full capacity, it can generate 60,000 kilowatt-hours of electrical energy per hour. This is the equivalent of supplying all of the electrical needs of more than 87,000 New York homes.



Wheelabrator Westchester administrative coordinator Lori Smith sorts through paperwork in her office.

# At your disposal

## Wheelabrator helps to ensure prescription drugs are kept out of wastestream in Westchester County

By MEAGHAN CASEY

Westchester County, in partnership with Wheelabrator, has launched a new “medication take-back” program to ensure the proper disposal of unused and expired medications. The program is the first of its kind in the state of New York.

Recognizing the health and environmental hazards associated with improper disposal of prescription and over-the-counter drugs, the program aims to discourage residents from pouring unused or expired medications down the drain or flushing them down the toilet. Instead, residents can now drop off pills, liquids, ointments and lotions at Household Recycling Day events.

By doing so, residents are helping to prevent the drugs from ending up in the hands of children or teens or from filtering into the county’s drinking water.

“The proper disposal abates issues of them getting in the (Long Island) Sound and Hudson waters that affect the fish in those areas,” said Peter D. Costa Jr., environmental project coordinator for the Westchester County Dept. of Environmental Facilities. “Some of the drugs work against the waste water system that uses bacteria to treat the sanitary water. Burning the drugs is the best way to remove them from the environment. Then there’s no affect on the air, and it gets it out of the water ways.”

### Upcoming Medication Take-Back days

Saturday, Sept. 13:	9 a.m. - 3 p.m. at Yonkers County Recycling Center.
Friday, Oct. 24:	1-3 p.m. at Croton Point Park
Saturday, Oct. 25:	9 a.m. - 3 p.m. at Croton Point Park
Friday, Nov. 7:	1-3 p.m. at Playland Park in Rye
Saturday, Nov. 8:	9 a.m. - 3 p.m. at Playland Park in Rye
Friday, Nov. 21:	1-3 p.m. at Glen Island Park in New Rochelle
Saturday, Nov. 22:	9 a.m. - 3 p.m. at Glen Island Park in New Rochelle

Costa also reinforced the danger of allowing unused medications to lay idle in the home.

“Also, in terms of safety, unwanted prescription drugs in the home can cause misuse by accident,” he added. “Children can potentially get into them, as well as animals.”

The first “medication take-back” events took place in March and April. In just four days, people from 273 households dropped off more than 700 pounds of medications, an overwhelming early success. By the end of 2008, there will have been 16 collection days.

The next event is scheduled for Saturday, Sept. 13 at the Yonkers County Recycling Center.

Residents are encouraged to keep the drugs in the original container or to put them in a sealed plastic bag. Liquid medications should be in their containers and sealed inside plastic bags. Local pharmacists and county police officers are on hand to accept the medications. Police officers then transport the medications to the Wheelabrator facility, where they are properly burned.

“Wheelabrator has played an extremely important role, working hand-in-hand with us,” said Costa.

“It was important for us to do our part, keeping the medications out of the waste stream and protecting the people, animals and environment,” said Lori Smith, plant administrative coordinator at Wheelabrator Westchester.

# 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” refers 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 Westchester, 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 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, but only a small percentage of waste-to-energy’s direct emissions fall into that category.

Waste-to-energy plants such as Wheelabrator Westchester help avoid the 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 landfill. Waste that is placed in a landfill decomposes over time, creating methane gas, which is 23 times as potent 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.

Finally, waste-to-energy plants also avoid greenhouse gas emissions by recovering ferrous metals, such as iron and steel, from 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 greenhouse gas 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 greenhouse gases, i.e., carbon dioxide, is avoided or offset. That figure was arrived at by researchers at universities and the U.S. Environmental Protection Agency (EPA).

Using this rule of thumb, in 2007, Wheelabrator Westchester was responsible for the avoidance of approximately 665,000 tons of greenhouse gas emissions. Company-wide, Wheelabrator-operated waste-to-energy plants were responsible for avoiding the production of more than two million tons of greenhouse gases.

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

**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.**





**Reduce.  
Reuse.  
Recycle.**



From left, students Isabella Wood and Molly Balow discuss their environmental symposium project with Wheelabrator Westchester Plant Manager Peter Kendrigan.



Peekskill Middle School students present their project on recycling.



Molly Balow shows the differences in bottled water packaging.

## Peekskill Middle School students impress with their recycling project at symposium

By MEAGHAN CASEY

Reduce. Reuse. Recycle. It's a motto shared by Wheelabrator Technologies and Peekskill Middle School students.

Members of the middle school's Environmental Club took on the challenge of recycling, as part of the Wheelabrator Symposium for Environment and Education. The symposium, held annually in May, challenges middle-school students to participate in a six-month learning project to identify an environmental challenge in their community and develop a long-term solution. The goal is to foster environmental and social awareness in the youth.

"Sponsoring and coordinating the symposium is all part of Wheelabrator's philosophy of giving something back to our communities, so it's a really wonderful thing to see the enthusiasm and dedication these students bring to the event year after year," said Linda Sapienza, director of community relations for Wheelabrator Technologies.

Ten schools, representing New England, Florida, and the mid-Atlantic region, traveled to Sunrise, Fla., for the three-day symposium event, with all expenses paid by Wheelabrator Technologies. Participants gathered at the Crowne Plaza Hotel at Sawgrass Mills. Each school sent a team of 10 students who were required to present their topics, using computerized slide show and visuals, in front of Wheelabrator representatives, parents, students and teachers.

"The program provides a tremendous opportunity for the kids that we just can't duplicate," said Peekskill Middle School teacher John Cooley, who advises the symposium group. "To travel and present in front of a large group of people, it's a great experience for them."

The Peekskill team conducted a 30-minute presentation on the development of a recycling program for the Peekskill City School District. The presentation detailed the students research on recycling, their assessment of the needs of the school

district, an action plan and means of implementation. Students also created a brochure detailing best practices on recycling to be distributed to the residents of Peekskill.

"The main goal was to get recycling restarted in the district," said Cooley. "First, they set out to educate, and then develop a plan that would work. At the middle school, they were very successful. They increased the amount of paper being recycled by 100 percent."

Wheelabrator honored Peekskill students with the Recycling Practices award at a recognition dinner held at the conclusion of the symposium presentations. Locally, the students have been recruited by the district's superintendent of grounds to present their plan to other schools in the fall, in hopes of expanding the program.

The students committed to work on the project after school and used their spare time during the school day to empty the recycling bins. Wheelabrator Westchester employees worked with the team throughout the project.

"Wheelabrator is really supportive along the way, working with the kids and funding the cost of the brochures and the trip itself," said Cooley.

The Westchester plant also sponsored a field trip for students to tour the facility and learn more about waste reduction and the

waste-to-energy process.

"It was surprising, because none of them had even stepped foot on the grounds of the plant before," said Cooley. "They were really amazed at the whole process."

Students from Peekskill Middle School have participated in the symposium for the past 13 years, applying lessons learned in the classroom to real-life issues. Last year, they tackled a watershed study, testing for water quality and cleaning up debris at McGregor Brook.



Wheelabrator's Linda Sapienza, right, presents the Peekskill environmental symposium team with the Recycling Practices Award.

Standing from left, Peekskill Middle School teachers Mikyla Azim and John Cooley, and students Cynthia Vele, Catherine Shaw, Camila Barrionuevo, Isabella Wood, Katie Freed, and teacher Susan Mahoney; seated from left, students Martina Barrionuevo, Molly Balow, Jordyn Phillips and Aleah Conlon.



# BPL team rolls out flexible work schedule

**BPL:** from Page 1

time with their families,” said Plant Manager Peter Kendrigan.

“Before, they would have 24 hours off and then switch from day to night,” said Operations Manager Brett Baker, who oversees the BPL scheduling team.

The need for the new schedule came to light thanks to BPL, a program that engages employees by improving communications between employees and management, by implementing systems to help them perform the best they can and by developing strong leaders. The goal is to improve employee satisfaction, loyalty and retention.

Westchester’s leadership team was chosen to spearhead the pilot BPL program for its parent company, Wheelabrator Technologies, Inc., a wholly-owned subsidiary of Waste Management. As part of its participation, the Westchester team attended formal training sessions last year and led meetings for employees at the plant to identify opportunities and solve issues that affect customers, as well as employee work life.

Six markets, including Wheelabrator Westchester, participated in the first wave of BPL last year. Tom Maillet, former plant manager at Wheelabrator Westchester, was instrumental in getting the program off the ground. He is now implementing the program at nine Wheelabrator facilities. Full implementation of BPL will occur at all sites by the end of this year.

“From Westchester, some of the results include setting goals and expectations for 2008 and increasing communications between departments using a Web site within the company’s computer network, similar to a blog,” said Maillet. “BPL helped recognize that we were taking some of the basics for granted as a team.”

As part of the program, employees meet at least once a month and are responsible for providing regular performance feedback.

“The overall process aims to increase communication from top to bottom and involve everyone in the day-to-day operations and planning,” said Kendrigan.

“BPL is important if we’re going to improve year after year,” said Baker. “It helps managers communicate with employees and vice versa. As a result, we’re forming closer relationships and increasing productivity.”

Under the leadership of shift supervisor Mike Haeser, the



BPL team member Patrick Fahey sorts through paperwork in his office.

Westchester plant also developed an internal Web site that managers update almost daily, enhancing communications among employees.

“The Web site is a great tool that’s available to anyone in the plant to easily find out what’s going on in the plant,” said Kendrigan.

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 that will permanently change the way employees think about performance and improvement. The overall program is expected to reach 10,000 Waste Management employees this year.



Plant manager Peter Kendrigan and the Wheelabrator Westchester employees are proud of the plant’s safety record.

## Westchester plant records zero incidents in 2007

**SAFETY:** from Page 1

To date, the plant has recorded zero incidents or injuries in 2008.

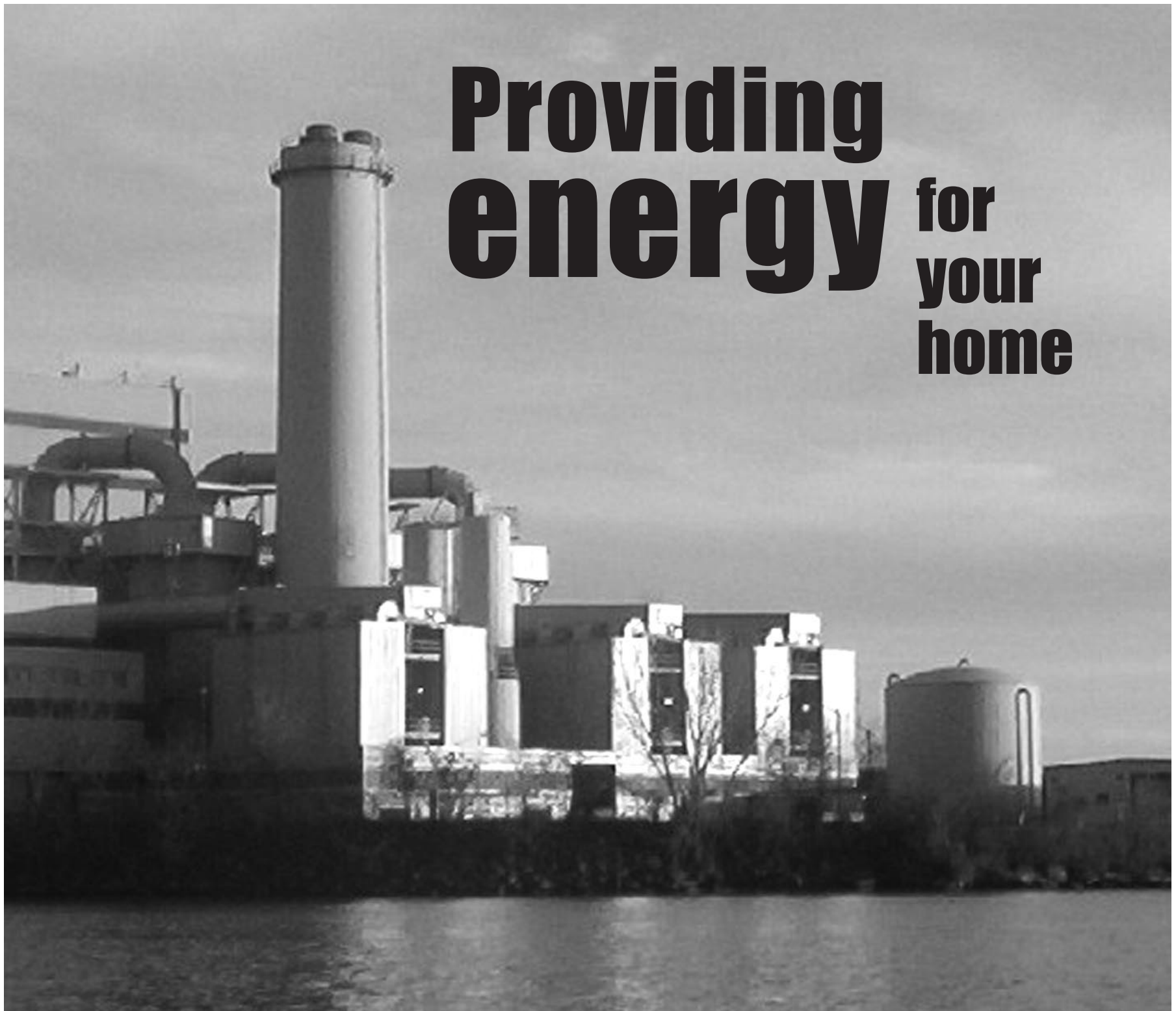
Westchester’s record is significant when compared to national statistics. In 2006, there were 5,703 fatal work injuries in the U.S., 5,202 of which occurred in private industry. On average, there are an additional 1.2 million injuries and illnesses per year in private industry that require recuperation away from work.

Safety is the No. 1 priority among Wheelabrator Westchester management and employees. In addition to reducing accidents, the plant has been successful in scheduling preventive maintenance, tracking safety work orders and developing a proactive relationship with the local fire

department that includes confined space and fire extinguisher training.

In 2005, OSHA designated the Westchester plant a Star site, which is the most prestigious safety classification given through its Voluntary Protection Program (VPP). Created in 1982, VPP recognizes and promotes effective workplace safety and health management. Companies in the program achieve average injury rates 50 percent lower than other companies in their industry.

In March of 2007, Wheelabrator achieved its goal of having all 21 of its sites (including 16 waste-to-energy facilities and five independent power-production plants) certified by OSHA as VPP Star sites. The company was presented with the OSHA Regional Administrator Award for 2007.



## **and a clean environment for theirs.**

Preserving the environment has been part of the goal at Wheelabrator Westchester for more than 20 years.



***Wheelabrator Technologies Inc.***

A Waste Management Company



# Like mother, like son

## Phillipses care about Peekskill

BY MEAGHAN CASEY

Wheelabrator employee Kenneth Phillips appreciates that the most important value instilled in him by his mother, the Rev. Jeannette Phillips, is a commitment to the community.

Phillips, the ash and labor systems manager at Wheelabrator Westchester, also spearheads much of the plant's community relations. Giving back is second nature, after years of watching his mother's efforts.

Rev. Phillips was one of the leaders in the effort to make health care services for the African-American community and the community at large available. She and a group of Peekskill women (fondly referred to as the center's founding mothers) started what would become the Peekskill Area Ambulatory Health Center, now known as Hudson River HealthCare. The center officially opened its doors in 1975 in what was once an old department store on Main Street in Peekskill.

Initially conceived as a basic provider of primary health care services, Hudson River HealthCare has expanded over the last three decades to become a network of 14 community health centers. Today, it serves more than 42,000 patients throughout the Hudson Valley. Rev. Phillips became the first chair of the center's board of directors, and also served as its executive vice president.

A mother of five, Rev. Phillips was ordained a deacon and an elder of the African Methodist Episcopal Zion Church. She is a member of many community-based organizations, especially those aiding area youth.

"My mother taught me the importance of service through her own example," said Phillips.

Through Wheelabrator's support, Phillips has ensured the community's youth and faith-based organizations are well provided for. On Martin

Luther King Day, the plant sponsored a prayer breakfast meeting for all local businesses and government agencies in Peekskill. The event was held at the Mount Olivet Baptist Church, where Phillips also serves as a trustee.

Wheelabrator Westchester is a member of Peekskill Agencies Together (P.A.T.), a community coalition of service providers who collaborate and coordinate to provide comprehensive services to the city's residents and youth.

Through the Peekskill Youth Bureau, Wheelabrator is a co-sponsor of Shining Stars, a youth recognition night to honor student contributions in leadership, personal responsibility, academics, athletics, arts,

community involvement and volunteerism.

The plant also sponsors the Peekskill Middle School team in the annual Wheelabrator Symposium for Environment and Education, and offers tours for local Boy Scout and Girl Scout organizations and Westchester County high schools. In addition, the plant supports a summer youth program, run through the Peekskill Police Department.

"Supporting and educating the youth of this community is a big priority," said Phillips. "The value is that they don't forget us and what they've learned about recycling and renewable energy. We'll see these kids four or five years later and they'll remember their tour of the plant or the environmental project that they worked on."

A Peekskill High School graduate, Phillips still resides in Peekskill with his wife, Laverne. They have three children.

"Working in the community you live in and representing that company, you feel more of a sense of ownership," he said. "At Wheelabrator, we want to be a good neighbor, environmentally and civically."

In the past year, Wheelabrator has donated turkeys to the Peekskill Pastors' Association and is planning upcoming highway cleanup days. In May, the plant donated funds and supplies to the Preservation Company, a program associated with Hudson Valley HealthCare that provides assistance with home ownership, home improvement and tenant support services. The contribution was designated for housing clean-up for senior citizens.



Wheelabrator Westchester employee Kenneth Phillips was taught by his mother, Rev. Jeannette Phillips, to give back to the community.