Release Statement: I certify that the information provided in this 2013 Excellence Award application is accurate and correct to the best of my knowledge. I understand that nominations become the property of SWANA. SWANA reserves the right to publish any or all of my application. My signature gives SWANA the right to reprint or make available for purchase any portion of this application.

Printed Name of Representative: Charles Conklin

Organization Name: Wheelabrator Spokane

Signature:

Date: 5/14/13
SWANA 2013 Waste-to-Energy Excellence Award Application

Wheelabrator Technologies Inc.
A Waste Management Company
Executive Summary

Wheelabrator Spokane is pleased to submit its application for the SWANA 2013 Waste-to-Energy Excellence Award. In accordance with SWANA’s application for the waste-to-energy excellence award, we have prepared our submittal based on the Wheelabrator Spokane waste-to-energy facility’s technical design, operations performance, environmental compliance, safety record and contributions to the community.

Spokane's waste-to-energy facility is one component of the integrated solid waste system that serves all of the 475,000 residents in Spokane County in the state of Washington. The Wheelabrator Spokane waste-to-energy facility provides dependable, environmentally safe disposal of municipal solid waste (MSW), while generating clean electricity for sale to the local utility. Designed, constructed and operated by Wheelabrator for the City of Spokane, the waste-to-energy facility processes up to 800 tons-per-day of MSW, and has an electric generating capacity of 25,900 kilowatts per hour (kWh), the equivalent of supplying the electrical needs of 23,000 Washington homes.

Notable Highlights of the Application

The Wheelabrator Spokane facility is being nominated for this prestigious award based on its successful operations since 1991. Other notable reasons for earning this status as recognized by SWANA include:

Exemplary Health and Safety and Compliance Record

The Wheelabrator Spokane waste-to-energy facility has been WISHA VPP Star Certified since 2004. To achieve this, all Wheelabrator Spokane’s employees voluntarily committed to a comprehensive safety and health program which exceeds the basic compliance OSHA standards. Each employee is trained to do every task, every day, safely and on purpose. See the attached letter from the special employer program manager from DOSH, Washington State Department of Labor & Industries.

- As of April 30, 2013, the Wheelabrator Spokane safety record includes 671 days without an OSHA recordable and 887 days without a loss time accident.
- In 2012, Wheelabrator Spokane achieved a perfect environmental compliance record with no notices of violations or environmental incidents.
Demonstrated Reliability
Reliability is a measurement that Wheelabrator’s operations staff considers to be one of our key business metrics and Wheelabrator Spokane continually ranks in the high 90 percentage range every year. To achieve this reliability, Wheelabrator follows a rigorous maintenance schedule that ensures its equipment operates at peak performance. The operations staff at Wheelabrator Spokane defines and manages their maintenance plan so that the facility operates at 98.4% reliability as a three-year average. This maintenance plan has proven that unscheduled downtime can be limited or even prevented by conducting in-depth inspections during scheduled outages and relevant pre-outage planning. We believe that reliability and predictability are the keys to a well-performing facility.

Engaged and Award-Winning Workforce
Wheelabrator Spokane employees are proud of the facility, its safety record, and its environmental and operational performance, and it shows every day.

- As evidenced in our 2004 Better Workplace Award and Overall Best Workplace Award presented to Wheelabrator Spokane by the Association of Washington Businesses (AWB)
- As evidenced again in 2012 with the receipt of the Better Workplace Awards from the AWB under the category of Innovative Benefits and Compensation, presented by then Governor Chris Gregoire and in 2013 the Better Workplace Award for Workplace Safety with keynote speaker Governor Jay Inslee.

Coordination and Cooperation with the Community:
Wheelabrator Spokane is active in the local community and supports events and associations throughout the year. Wheelabrator Spokane has supported the Union Gospel Mission (UGM) by fostering a long-standing partnership to assist the UGM in feeding and helping the homeless and less fortunate in Spokane and the surrounding area. Wheelabrator supplies the UGM’s kitchen with quarterly purchases of needed supplies. A letter of reference from Russell Mackenzie, Director of Food Services & Food Services Training School of the Union Gospel Mission is attached. Wheelabrator Spokane is also a long-term sponsor of the Friends of the Falls initiative who organize an annual Spokane River Cleanup Day. Every fall, over 700 volunteers spend the day cleaning up debris around the river and plant new trees.

Excellent Client Service and Satisfaction
Wheelabrator has historically been a customer-driven company and that philosophy is practiced at Wheelabrator Spokane. The working relationship between Wheelabrator Spokane and the City of Spokane has been a long-standing beneficial public/private partnership. Wheelabrator Spokane’s plant manager has daily, weekly and monthly meetings with city officials to update them on the operations and performance of the facility and the waste supply that is processed at the plant. This successful relationship is evidenced by the renewal of the operating and maintenance contract in 2011.

Economics and Cost Effectiveness
The Spokane Regional Solid Waste Systems (SRSWS) had the vision to realize a “debt free” scenario after twenty years of operations. SRSWS financed the facility with both a Department of Energy grant and
tax-exempt bonds totaling $105 MM issued in 1989. The components of the SRSWS integrated waste management system consist of the Northside Landfill, the waste-to-energy facility, two solid waste transfer stations, three recycling centers and a refuse collection system. In 2011, the waste-to-energy facility completed 20 years of operation and became “debt free” with the last bond payment on December 1, 2011. The facility provided competitive and reliable long term disposal services for the first 20 years and will continue to provide even more competitive disposal for the foreseeable future.

**Facility Planning**
More than twenty years ago, the SRSWS had the progressive foresight to build a waste-to-energy facility into their integrated solid waste management plan. The City and County of Spokane embarked on a process to build a waste-to-energy facility in the mid 1980’s. The City and County of Spokane began searching for a proven technology to dispose of its 800 tons per day of MSW, while recovering valuable energy in the process. A regional agreement was signed by both the City and County that designated the city as the operator. Through a competitive bid process, Wheelabrator was selected as the preferred bidder for the design, build and operations contract. The Wheelabrator Spokane waste-to-energy facility opened for operations on November 16, 1991 after successful acceptance testing.

**Below is a summary of the project highlights since the contract was awarded to Wheelabrator:**

- Original construction and the 20 year operating and maintenance contract awarded in 1989
- 2004 Association of Washington Business (AWB) better workplace award safety and overall best workplace
- VPP Star Certification in 2004 and recertified in 2009
- Extended three year contract renewal awarded in November, 2011
- Annual revenue of $23.3 million (based on 2012)
- In 2012, Wheelabrator Spokane was recognized for innovative employee benefits program by the AWB
- In 2013, the Spokane facility was again honored by the AWB with the 2013 Better Work Place Awards in the category of Workplace Safety.
Detailed Application

Engineering Design Systems and Technologies:

a. Describe the facility’s engineering, design and technology aspects. The facility consists of two Babcock & Wilcox mass burn refuse boilers equipped with the Hitachi Zosen Inova (formerly Von Roll) reciprocating grate and combustion systems. The boilers supply steam to a single turbine generator, producing up to 25,900 kWh. The electrical energy is delivered to Avista Utilities under an Agreement for Power Purchase. After processing the MSW at the facility, ash residue is disposed of at Rabanco’s Roosevelt landfill in Klickitat County, Washington.

b. Describe the operating concept. The waste-to-energy process at Wheelabrator Spokane starts with incoming truck deliveries to an enclosed reception area where MSW is unloaded into a concrete storage pit. Overhead cranes then transfer the MSW into the two feed hoppers. Inside each boiler, an inclined, reciprocating grate slowly moves the municipal solid waste through the thermal process, where temperatures exceed 2,500 degrees F. The large utility-type boilers are designed to recover thermal energy in the form of high pressure steam that is converted into electrical energy in the turbine-generator.

Wheelabrator Spokane uses advanced environmental control systems that clean emissions to meet stringent state and federal environmental standards, producing clean energy. One of the unique design elements of this facility is the enclosed air emissions control equipment. This design feature adds a more aesthetically pleasing element to the plant.

After the municipal solid waste is completely processed, ferrous metals are separated from the ash residue for recycling and the overall volume of incoming trash is reduced by more than 90%. The recycled metal offsets the need to mine virgin materials for new products.
c. Describe types of equipment used.

Number of processing lines and major components:

<table>
<thead>
<tr>
<th>Refuse Combustion</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of System</td>
<td>Mass-burn, water wall boilers</td>
</tr>
<tr>
<td>Boiler Operation</td>
<td>24 hours a day, 7 days a week</td>
</tr>
<tr>
<td>Process Lines</td>
<td>2 @ 400 tons per day</td>
</tr>
<tr>
<td>Feed System</td>
<td>Overhead cranes with ram feeders</td>
</tr>
<tr>
<td>Grate Design</td>
<td>Hitachi Zosen Inova (formerly Von Roll)</td>
</tr>
<tr>
<td>Combustion</td>
<td>2500°F+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Air Quality Control</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Equipment</td>
<td>Dry scrubbers, fabric filters, SNCR (NOx controls), carbon injection</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Energy Production</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Energy</td>
<td>Electric power</td>
</tr>
<tr>
<td>Steam Flow to Turbine</td>
<td>207,000 pounds per hour @ 840 psig/825°F</td>
</tr>
<tr>
<td>Electric Power Capacity</td>
<td>26 megawatts/23,000 homes</td>
</tr>
<tr>
<td>Cooling System</td>
<td>Air cooled condenser</td>
</tr>
</tbody>
</table>

d. Document efficiency and effectiveness of equipment. The Wheelabrator Spokane waste-to-energy plant is designed to process up to 292,000 tons per year. In 2012, the facility processed 272,799 tons. The table below shows that for the last three years the facility’s throughput has averaged over 94.7% of the design maximum.

<table>
<thead>
<tr>
<th>Tons Processed versus Design</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
<td>Tons Processed</td>
</tr>
<tr>
<td>-----</td>
<td>----------------</td>
</tr>
<tr>
<td>2010</td>
<td>281,813</td>
</tr>
<tr>
<td>2011</td>
<td>273,958</td>
</tr>
<tr>
<td>2012</td>
<td>272,799</td>
</tr>
</tbody>
</table>
e. Describe how the design and operations have been (or planned to be) improved with regard to energy efficiency, emissions, safety, general operations, or community impacts.

**Energy Efficiency** - To improve the electrical generation efficiency at the facility, a turbine generator upgrade project was completed in 2003. The project cost totaled $2.4 million and included new PRV (profiled ring and vane) nozzle rings and inter-stage diaphragms, retractable labyrinth packing and brush seals, and high efficiency rotating airflows (turbine blades). This upgrade resulted in an efficiency increase of approximately 5%.

**Emissions** - Wheelabrator Spokane and the SRSWS upgraded the air quality control system at the beginning of operations in 1991 by choosing to install polytetrafluoroethylene (PTFE) coated fabric filter baghouse bags as opposed to non-PTFE fiberglass bags. This resulted in improved performance of the fabric filter baghouse. Wheelabrator Spokane’s air operating permit includes the requirement to remove 85% of the facility’s Sulfur Dioxide (SO₂) emissions. The SRSWS and Wheelabrator Spokane decided early on that enhanced lime addition would be utilized; this resulted in acid gas removals exceeding 95%. Also, in 2011, the Continuous Emission Monitoring System was replaced with an updated / upgraded system.

**Safety and Health** - The standard for health and safety is set very high at all of Wheelabrator’s operations; the health and safety of its employees is the number one priority and an operating principle.

The Wheelabrator Spokane facility has achieved the U.S. Department of Labor’s Occupational Safety and Health Administration’s (U.S. OSHA) Voluntary Protection Program (VPP) Star Worksite status. VPP Star is OSHA’s highest national rating for voluntary safety practice, a distinction earned by less than .03% of the seven million regulated workplaces in the U.S. OSHA Star Worksite status is given to facilities with three-year average injury rates below its industry’s average with demonstrated safety programs designed to greatly exceed OSHA standards.

To achieve this, all Wheelabrator Spokane’s employees voluntarily committed to a comprehensive safety and health program exceeding basic compliance with OSHA standards. Each employee is trained to do every task, every day, safely and on purpose. According to OSHA statistics, the average VPP worksite records injury and illness rates are 53% below the average for its industry because of its commitment to the VPP approach to safety and health management.

With respect to the health and well-being of our employees, Wheelabrator embarked on a physiological health assessment of our employees roughly ten years ago. The goal of this assessment was to achieve the best work schedule and overall environment to encourage our employees to be alert, aware, and
generally physically at their best while on the job. A safe and alert employee is critical to maintain a safe work environment. The extensive analysis included a rating system that looked at sleep patterns as well as social behaviors behavior patterns and how they relate to the work schedule. At the conclusion of the assessment, five suggestions for a work schedule that would be conducive to our goals were selected. After management reviewed the options, the employees at each facility individual facility chose the schedule that they preferred. This has proven to be a very successful program, providing employees with a choice of working schedules while protecting their health and well-being.

**Facility Technical Decisions** - From an early design phase, the Wheelabrator Spokane facility’s cooling system included an air-cooled condenser taking in consideration any impacts to the continued safe operations of the adjacent regional airport. During the design phase of the plant, the technical advisory team recommended using an Air Cooled Condenser (ACC) as opposed to a conventional wet cooling tower. This eliminated the concern that the facility would add to fog in the area as the facility is located adjacent to the Spokane Regional Airport. Additional benefits of the ACC include: eliminating the need for cooling tower blow down, allowing the waste-to-energy facility to be a zero discharge operation, and reducing water consumption in the form of makeup water to a wet cooling tower.

To mitigate any impacts resulting from truck traffic to the waste-to-energy facility, the plant is located adjacent to an exit on a major highway. This minimizes truck traffic on local roadways. Turning lanes were added on the roadway at the facility’s entrance to enhance safety and local traffic flow.

**Community Awareness** - Wheelabrator Spokane not only values how the plant benefits the local community from a technical perspective, the plant staff takes pride in maintaining the aesthetics of the plant. The Wheelabrator Spokane facility maintains its own landscaping practices and operates its tipping floor and receiving area in a very methodical and orderly manner. The facility grounds, maintained by Wheelabrator personnel, are kept clean and organized to ensure the facility always looks pleasing.

**f. Describe changes in the facility since its original design and construction that were made to optimize operation and management.**

<table>
<thead>
<tr>
<th>Summary of Changes/Upgrades</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1991</strong></td>
</tr>
<tr>
<td>Wheelabrator Spokane and the SRSWS upgraded the air quality control system at the beginning of operations in 1991 by choosing to install polytetrafluoroethylene (PTFE) coated fabric filter baghouse bags as opposed to non PTFE fiberglass bags. This resulted in improved performance of the fabric filter baghouse.</td>
</tr>
<tr>
<td><strong>1999</strong></td>
</tr>
<tr>
<td>A separate receiving area for compostable material (clean green) was added on to the tipping floor.</td>
</tr>
<tr>
<td><strong>2000</strong></td>
</tr>
<tr>
<td>The SRSWS voluntarily installed a carbon injection system to increase the removal of mercury and dioxin/furans from the furnace exit gas of each unit. This voluntary project has been a tremendous success.</td>
</tr>
</tbody>
</table>
2002 Variable frequency Drives (VFD’s) were added, upgraded equipment included: the Induced draft fans, primary air fans. Secondary air fans, and the boiler feed water pumps. The addition of the VFD’s significantly reduced the facility’s electrical usage, increasing its net electrical generation (kWh/ton).

2001 The Continuous Emission Monitoring System was replaced with an updated / upgraded system.

2003 To improve the electrical generation efficiency at the facility, a turbine generator upgrade project was completed. This improved turbine efficiency by 5%.

2005 The facility’s DCS was upgraded from the Bailey Net 90 system to the Conductor NT.

2012 Upgrades were made to each superheater and tubes were replaced with stainless steel. This will make a significant increase in the life of the superheaters.

Environmental Impacts and Regulatory Compliance

a. Discuss the overall impact of the facility on human health and environmental quality. Environmental compliance and the health and safety of employees are critical components of daily operations at Wheelabrator Spokane. Importantly, independent environmental impact and health risk assessments have demonstrated that the facility has no adverse impacts on human health and the environment in Spokane and surrounding region. All of Wheelabrator’s facilities comply with comprehensive operating manuals and standard operating procedures that are strictly followed at the plant level, and at the corporate level. Environmental compliance standard procedures are embedded in these manuals and strictly followed at the plant level.

b. Provide evidence the facility is in environmental compliance for operating and permit conditions: Wheelabrator has a comprehensive Environmental Management System (EMS) that ensures continuous compliance with all environmental permits and regulations is achieved. The Wheelabrator EMS has evolved over decades, with a focus on integrating environmental compliance into everything we do. The EMS includes policy development, planning, implementation, compliance assurance, evaluation, training, and management review components. This highly integrated program not only ensures compliance with all environmental requirements, but continually improves environmental performance and minimizes operational impacts. A center piece of the EMS compliance assurance component is a proprietary in-house program called CYCLE (Compliance- Your Complete Link to Excellence). This is a web based program developed by our parent company Waste Management that identifies and tracks all environmental tasks required by permit and regulatory requirements and company policies. In addition, a third party audit management system is used to perform and manage periodic environmental self assessments designed to identify potential compliance issues and ensure corrective actions are taken.

State of the art CEMS are maintained and operated for SO2, NOx, CO and opacity to ensure compliance is continuously achieved. Quarterly and semiannual monitoring reports are submitted to the Spokane Regional Clean Air Agency (SRCAA) summarizing the monitoring results and demonstrating compliance with limits and other operational requirements. Finally, annual Title V permit compliance certifications are submitted by the Responsible Official attesting that the facility is in compliance with all permit
requirements. All of these documents are available for public review. Monthly reports are submitted to SRCAA and are available for public viewing.

c. **Discuss emission controls design and applications.** Wheelabrator Spokane has semi-dry scrubbers for acid gas control, fabric filters equipped with expanded Teflon membrane bags for particulate control, Selective Noncatalytic Reduction (SNCR) for NOx control and powdered activated carbon injection for enhanced control of mercury and dioxins. State of the art CEMS for SO2, NOx, CO and opacity ensure emissions are minimized and that strict compliance with emission limits is achieved. In addition, comprehensive stack testing is conducted annually to verify all other emissions are well below limits and to establish operating limits for steam flow, fabric filter temperature and carbon injection that ensure emission limits are continuously achieved thereafter.

d. **Provide evidence of awards, letters of support or facility inspection data.** In support of our environmental compliance record, for the past two years, the Wheelabrator Spokane facility has operated incident free, without environmental incidents or notices of violations. The SWANA review committee is welcome to check the following references to validate the facility’s environmental compliance records as well as any other reference questions that can be answered in regards to our operations, performance, safety record, and community interaction. Letters from the City of Spokane and local organizations are attached to this application.

### References:

<table>
<thead>
<tr>
<th>Reference Facility Representative: Chuck Conklin, Plant Manager Wheelabrator Spokane 2900 S. Geiger Blvd. Spokane, WA 99224 (509) 624-6575 ext. 12 <a href="mailto:cconklin@wm.com">cconklin@wm.com</a></th>
<th>Community Reference: Russ Menke, Director Spokane Regional Solid Waste System 221 N. Wall, Suite 410 Spokane, WA 99201 (509) 625-6524 <a href="mailto:rmenke@spokanecity.org">rmenke@spokanecity.org</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>State Agency Reference: April Westby, PE Environmental Engineer Spokane Regional Clean Air Agency 3104 E. Augusta Spokane, WA 99207 (509) 477-4727, ext. 105 <a href="mailto:awestby@spokanecleanair.org">awestby@spokanecleanair.org</a></td>
<td>Health District Reference: Steve Holderby Spokane Regional Health District 1101 W. College Spokane WA 99201 (509) 324-1571 <a href="mailto:sholderby@spokanecounty.org">sholderby@spokanecounty.org</a></td>
</tr>
</tbody>
</table>

e. **Describe innovative or unique controls or features of the facility.** The Spokane facility is designed with the air-quality control system enclosed within the building resulting in not only improved plant aesthetics, but also improvement in performance, maintenance noise reduction and minimizing potential environmental impacts. As mentioned in a previous section, Wheelabrator Spokane and the SRSWS upgraded the air quality control system at the beginning of operations in 1991 by choosing a special “fabric” that coats fabric filter baghouse bags as opposed to non fiberglass bags. This was a unique upgrade for the industry and resulted in improved performance of the fabric filter baghouse.
Performance

**a. Describe the efficiency of the operation.** Among the hallmarks of Wheelabrator’s world-class operations is its ability to do more with their existing facilities. As each year passes, the Wheelabrator facilities:

- are able to generate more electricity than initial designs predicted;
- have increased boiler availabilities and decreased the length of scheduled outages for routine maintenance, and
- have increased boiler availability without compromising reliability or the safety of our employees.

The Wheelabrator Spokane facility operates 24 hours a day, seven days a week. The entire process is guided and monitored by operators and state-of-the-art software from a central control room.

Wheelabrator Spokane produces electricity and recovers ferrous metals. It has an electric generating capacity of 25,900 kilowatts; the equivalent of supplying the electrical needs of 23,000 Washington homes. In 2012, the facility recovered 8,798 tons of ferrous metals and generated 140,298 net MWh of electricity.

Wheelabrator employees are committed to the improvement of operations and our job rotation philosophy is a key component of the improvement process. Job rotation is highly encouraged by management and enables our employees to learn about all of our plants and divisions of the company, which promotes the exchange of knowledge between the company’s facilities and fosters continuous improvement throughout the company.

**b. Discuss operational performance and whether it equals or exceeds the goals and expectations for this facility; compare with similar facilities.** Reliability is a measurement that Wheelabrator’s operations staff considers to be one of our key business metrics. Wheelabrator follows a rigorous maintenance schedule that allows our facility to keep its equipment operating at peak performance. The operations staff at Wheelabrator Spokane defines and manages their maintenance plan so that the facility operates at 98.4% reliability as a three-year average. This maintenance plan has proven that unscheduled down time can be limited or even prevented by conducting in depth inspections during scheduled outages and relevant pre-outage planning. We believe that reliability and predictability are the keys to a well performing facility.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Reliability Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baltimore</td>
<td>96.7%</td>
</tr>
<tr>
<td>Bridgeport</td>
<td>97.4%</td>
</tr>
<tr>
<td>Claremont</td>
<td>98.7%</td>
</tr>
<tr>
<td>Concord</td>
<td>98.4%</td>
</tr>
<tr>
<td>Falls</td>
<td>96.4%</td>
</tr>
<tr>
<td>Gloucester</td>
<td>98.6%</td>
</tr>
<tr>
<td>Hudson Falls</td>
<td>97.8%</td>
</tr>
<tr>
<td>Lisbon</td>
<td>99.4%</td>
</tr>
<tr>
<td>McKay Bay</td>
<td>98.7%</td>
</tr>
<tr>
<td>Millbury</td>
<td>97.3%</td>
</tr>
<tr>
<td>North Andover</td>
<td>99.3%</td>
</tr>
<tr>
<td>North Broward</td>
<td>98.9%</td>
</tr>
<tr>
<td>Portsmouth</td>
<td>91.1%</td>
</tr>
<tr>
<td>Saugus</td>
<td>96.1%</td>
</tr>
<tr>
<td>South Broward</td>
<td>99.1%</td>
</tr>
<tr>
<td>Spokane</td>
<td>98.4%</td>
</tr>
<tr>
<td>Westchester</td>
<td>97.8%</td>
</tr>
</tbody>
</table>
c. **Discuss ash management strategies:** Proper ash management is critical to plant operations. An ash management program has been implemented at Wheelabrator Spokane, allowing confidence that the combined ash being generated is non-hazardous. The program includes periodic testing, adjustment to operating procedures based on periodic testing, and formal ash testing.

Surrogate ash testing, which is done on a weekly basis, provides timely feedback on how the process is performing and the resulting ash characteristics. The relationship between the surrogate test result and metals leaching potential is well understood and provides a relatively quick method to assess the ash. The testing allows the plant to make process adjustments such as changes to chemical use to ensure the ash continuously meets non-hazardous standards.

Additionally, as required in state regulations, ash testing is performed quarterly. The testing follows rigorous sampling procedures to ensure representative samples are taken of bottom, fly and combined ash. Over the course of seven days, grab samples are collected and composited into 14 samples of each ash stream. Each sample represents one of two shifts for each of the seven days. These samples are then analyzed using EPA’s Toxicty Characteristic Leaching Procedure (TCLP) for metals. The samples are also analyzed for pH, total organic content and total solids.

Years of testing have demonstrated that the combined ash is not hazardous\(^1\) and is evidence that the plant’s ash management program is highly effective in ensuring ash quality.

d. **Discuss emission controls design and applications.** Wheelabrator Spokane has two dry scrubbers, two fabric filters, SNCR (NOx controls) and carbon injection. Daily round-the-clock monitoring and analysis of emissions from the plant as well as annual stack testing continuously confirm that all emissions are well within limits allowed by federal and state regulators.

**Coordination and Cooperation with Waste Supply Organization**

a. **Describe interaction with representatives of the waste supplying organization in preparing this application.** Wheelabrator’s plant manager, Chuck Conklin, has had a long-term working relationship with the City of Spokane and the SRSWS. In preparation of this application, we solicited input from the City and SRSWS. Letters of our partnership success are indicated in the reference letters that are attached to this application. Our performance with the City of Spokane is also evidenced by the recent three-year extension of our operating contract. In August, 2011, the Spokane City Council voted 6-1 to approve the extension with Wheelabrator, after 20 years of operating the plant since it opened in 1991. The 3-year extension began on November 16, 2011 and runs to the same date in 2014.

b. **Describe involvement of local waste professionals in operations, waste supply and other aspects of the facility.** Since the facility is owned by the City of Spokane, the contracts with the local professional haulers, who deliver municipal solid waste and recyclables to the facility, are managed by the City. For most efficient accounting practices, the scale house is also operated by the City. In general, the haulers work with the Wheelabrator staff in the receiving area where municipal solid waste is delivered along

\(^1\) i.e., the ash does not designate as a hazardous waste under USEPA regulations.
with areas that are sectioned off to receive recyclables, metals, appliances, and “clean green” material which is compostable materials.

c. **Describe the facility staff’s coordination with recycling efforts and additional materials recovery.**
The Spokane waste-to-energy facility is complementary and compatible with recycling. Communities with waste-to-energy facilities often have higher recycling rates compared to the national average. According to a recent study, in those communities with waste-to-energy facilities, recycling rates are on average 18% higher than the national average-recycling rate. In Europe, the countries with the highest use of waste-to-energy also have the highest recycling rates.

Besides the onsite recycling collection facility, the Wheelabrator Spokane facility’s receiving area was designed so that local residents are able to drop off additional recyclables, such as “clean green” material for composting, metals and appliances. Recent contributions to local recycling efforts include the opening of Waste Management’s new single stream recycling facility located adjacent to Wheelabrator’s waste-to-energy facility. According to the Spokane Regional Solid Waste System recycling statistics, 2010 Recycling and Diverted Rates for 2010 were 51% for traditional MSW recycling rate and 49% Non-MSW recycling rate.

Recent contributions to local recycling efforts include the opening of Waste Management’s new single stream recycling facility located adjacent to the Wheelabrator Spokane facility. Waste Management of Spokane opened their new $18 million single-stream recycling facility on an eight-acre site in October 2012. The Spokane Materials & Recycling Technology Centre (SMaRT), processes approximately 100,000 tons of recyclables a year.

During its 21 years of operation, Spokane increased its recycling rate from 28 percent to approximately 50 percent. Of the waste remaining after waste reduction and recycling efforts, Spokane has combusted about 80 percent and composted 10 percent, leaving only 10 percent to be landfilled. Wheelabrator Spokane’s waste-to-energy facility has recovered over 200,000 tons of ferrous metal and over 2.9 billion kilowatt hours of electricity.

Wheelabrator Spokane has been advancing its own internal sustainable programs and promotes internal efforts to support local recycling and energy efficient practices including:

- Turning off computers, copiers and lights
- Recycling paper, cardboard, aluminum and glass
- Use of energy efficient vehicles/equipment, whenever possible
- Installation of low-flow plumbing fixates
- Outfitting lunch rooms with re-usable dishes and cutlery
- Eliminated bottled water from dispensing machines.
Facility Planning

a. *Describe the special waste management/collection system planning process.* The Wheelabrator Spokane waste-to-energy facility accepts typical trash or MSW for conversion by the facility. The technology is able to accept limited amounts of sewage sludge, tires, special waste, and assured destruction materials.

The overall collection plan, under the management of SRSWS, provides an efficient collection service which includes weekly recycling pickup and yard waste diversion, and an innovative disposal system of waste-to-energy, transfer stations, landfills, recycling centers and household hazardous waste drop off. The development of this system occurred through commendable planning, financial management and system integration and continues today in its resolution to solid waste management excellence.

b. *Discuss the plan for managing the special waste.* Wheelabrator Spokane processes MSW and special waste, including pharmaceuticals and assured destruction waste. When special waste arrives at the facility, it is unloaded and set aside in the pit. The crane operator will keep this waste separate and will feed the waste into the hopper without any mixing with other waste in the pit. The special waste enters the combustion train where it is processed. Assured destruction materials arrives at the facility with customer/company witness(es) to ensure that these materials are destroyed. The customer/witness follows the assured destruction materials from the feed hopper through the combustion process all the way to the final step where the material is in the form of ash residue.

c. *Discuss how any community concerns have been addressed and resolved.* The Wheelabrator Spokane facility has an open door policy and the plant manager meets weekly with city officials on performance updates of the plant. The facility maintains a received complaint log that is maintained in the control room. The control room is manned 24 hours a day, seven days a week. The log has one entry, an odor complaint. The day that complaint was received, the plant manager and operations manager quickly determined the odor was coming from another source offsite. Together they drove the surrounding area where the odor was reported. After pinpointing the odor, the managers discovered that some excavation was ongoing at the Spokane Regional Airport at the site of a former dairy farm where the digging was uncovering an old manure storage area.

d. *Discuss plans for future expansions or refurbishments.* The City of Spokane and Wheelabrator Spokane’s current 6-year capital improvement plan includes replacement of furnace water walls with upgraded inconel over laid tubes, gas burner control upgrades, overhead crane control upgrades, turbine generator governor control upgrade, continuous emission monitoring system upgrades and replacement of the commercial truck scales.

e. *Provide evidence that the system is integrated and complementary to other local solid waste management plans.* Dating back to the 1980s, Spokane’s Regional Solid Waste System has been at the forefront of a progressive integrated solid waste management system that has been successfully integrating all aspects of recycling, composting, metals recycling and the safe conversion of the remaining municipal solid waste into electricity. As mentioned, the recent improvements to enhance
recycling efforts include the addition of Waste Management’s single stream recycling center, located adjacent to the waste-to-energy facility.

The facility, called the Spokane Materials & Recycling Technology Center (SMaRT), processes 100,000 tons of recyclables a year. This new facility is the centerpiece of a regional strategy aimed at dramatically reducing waste and boosting recycling in the region. The 62,000-square-foot, “single-stream” facility allows residents and businesses to recycle a broader assortment of materials, which will result in an increased recycling rate in the Spokane area. An economic impact study conducted by the University of Colorado’s Leeds School of Business estimated the facility would inject more than $46 million into the local economy over the next five years.

**Worker Health & Safety**

**a. Describe employee training frequency.** We educate and empower employees to take responsibility for their own personal safety and of those around them. Continual education and training are essential elements in employee growth and understanding as to why we want them to work safely. We provide an average of 90 hours per year of safety and technical training for all of our employees and spread it throughout the year to reinforce our important safety messages and to comply with regulatory requirements. Here is a few of our on-the-job training programs available for employees.

Operator Training – Employees can log onto Wheelabrator’s training web site, which includes job performance measures, site-specific system descriptions, training courses, and exams. Wheelabrator also offers training on a sophisticated computer-based waste-to-energy boiler simulator.

Safety and Safety Rules Book – Ongoing safety training helps all plant employees learn and reinforce company-wide safety rules.

Environmental Handbook Training – Developed as a tool aimed at helping all of our employees understand the company’s expectations regarding environmental protection.

Compliance is another key component of a successful health and safety program. All businesses must be in compliance with regulations, federal, state, and local. By making safety the cornerstone of our operations and partnering with the regulators, we have met and even exceeded these requirements.

**b. Describe safety procedures and how injury rates are addressed.** In order for a company to have an effective safety culture, it must be clearly communicated from the top. It is also an attitude that management encourages through proper work practices,
participation, positive reinforcement and training. We have used safety to change the culture of Wheelabrator from being a top-down management company to one of inclusion, where ideas and operational strategies originate in the ranks of the employees. And we have significantly reduced the number of injuries. Our employees understand that their managers’ promote a safe work environment that is productive. Our employees also understand that working safely is a condition of employment at Wheelabrator and their safety and health takes priority over everything else.

**Accident Prevention**

We ask employees to work together to develop the best possible procedures, and then to continually improve them. The employee then puts that in writing, in the form of a procedure or job hazard analysis. OSHA is a big proponent of using a process called Job Hazard Analysis (JHA). A JHA is used to identify hazards and to modify either how work is performed or use a series of controls that start with engineering solutions to wearing personal protective equipment or even a combination of both. Written job procedures that have described how to control or eliminate a hazard will be done more efficiently and more safely as a result of employee involvement. Safety does not become a hindrance or a means to prevent something from being accomplished, but instead, a way to enhance the output with improved efficiency. However, improvements in safety at Wheelabrator would mean nothing if the number and severity of injuries at the site did not decrease. A reduction in this number is the natural outcome of all of our employees’ hard work.

**SAFETY ON PURPOSE™ (SOP) /Striving for an Incident-Free Workplace**

SOP was developed to assist in achieving our ultimate goal of reaching “ZERO” safety incidents on a consistent basis across the Company. SOP shifts the focus from a limited number of safety failures to the thousands of positive actions experienced throughout the year and concentrates on engaging employees to perform “every job, every day, safely on purpose.”

SOP is an individual commitment from each employee to work safely – to do every task, every day, safely on purpose. It is a personal commitment to be an active participant in the development and continuous improvement of our VPP safety culture. SOP engages employees in the safety culture and empowers them to work safely. Similarly, supervisors provide feedback to employees on a continuous basis, acknowledging positive actions and opportunities for improvement on a real time basis, as well as providing safety leadership “on purpose.”

To maintain the focus on safety throughout the day, each employee commits to asking themselves the following questions before starting every job like: Do I know how to do the job safely? Am I trained in the task? Am I prepared to do the job safely? Is the correct Personal Protective Equipment (PPE) available? Can I do the job safely (without endangering myself, others, or the environment)? A “NO” response requires the employee to seek additional information, taking a positive action, or asking a supervisor for assistance.
To reinforce the focus on continuous improvement, each employee records at least one positive action they have taken during the day to promote safety (PS Actions). The PS Actions are entered into an SOP Notebook that serves as a physical reminder to ask themselves three questions and as a convenient place to record their PS Actions. Employees carry the notebooks during the day as a physical reminder to ask the three questions, and as a convenient place to record their PS Actions. Each day at pre-shift job safety briefings, entries will be shared and the PS Actions written on a Safety Communications Whiteboard for plant-wide display to promote communication and teamwork. Participants’ contributions are acknowledged and recognized at the plant and throughout the company through a published weekly EHS report where the three best PS actions are listed and their authors are praised.

**Conclusion** - At Wheelabrator, we take employee health and safety issues very seriously. Our historic strength and future growth as a business and family relies on our success in continually protecting the health and safety of our people. Please note that a letter of support from John Geppert, Consultation and Outreach Program Manager, Division of Occupational Safety and Health, Labor & Industries is attached to this submittal where he praises the Wheelabrator Spokane employees and their demonstrated efforts to ensure and work in a safe environment.

**Economics and Cost Effectiveness**

**a. Explain whether the facility operates within its budget.** Wheelabrator Spokane successfully operates year over year within its annual budget. Even though budgets are used as guidelines and occurrences happen that are outside of the plant’s control, the staff strives to meet budgetary guidelines and mitigate exposure to unforeseen events and expenses. In 2012, revenue was 3.6% under budget. Additionally, the plant’s budget performance report ranked at 99.7% of budgeted Operating Disposal fee revenue. The EBIT rolled up to 13.4% favorable to budget.

**b. Compare economics of this facility with others in the industry.** For the past 21 years of operations, the Wheelabrator Spokane facility has been providing a cost competitive solution for the reliable processing of MSW for the City and County of Spokane. The facility will continue to provide this service for the foreseeable future and will remain economically attractive, as the debt of the facility has been paid off. The Spokane Waste-to-Energy facility is owned by the City of Spokane and operated by Wheelabrator Spokane Inc. Wheelabrator is an indirect wholly owned subsidiary of Waste Management Inc. Reference to this ownership can be found in Waste Management’s annual report and financial statements at www.wm.com. The operations and maintenance business model implemented by Wheelabrator Spokane has been very successful. Other WM facilities under this business model include Wheelabrator’s McKay Bay Waste-to-Energy facility in Tampa, Florida, and Wheelabrator’s Lisbon Waste-to-Energy facility in Lisbon, Connecticut.

**c. Demonstrate that the facility was constructed and operated (and generated revenue) as budgeted or explain why not.** The Wheelabrator Spokane facility was constructed on time and within budget, commencing operations in 1991. Over the 21 years of operations, under the O&M arrangement, Wheelabrator operates and maintains its budget each and every year. In 2011, the Spokane Regional Solid Waste System completed its first 20 years of operation and became “debt free” with the last bond
payment on December 1, 2011. Over the first 21 years since inception, Wheelabrator Spokane has processed over 11.4M tons of municipal solid waste and sold in excess of 6.6M MWh of electricity. The facility has generated revenue in excess of $297M with EBIT exceeding $51M.

**Public Acceptance, Appearance and Aesthetics**

**a. Discuss overall appearance of the facility.** As can be seen by the aerial photograph below the facility grounds that encompass more than 30 acres are well managed and maintained by Wheelabrator Spokane employees. All of the landscaping needs, like mowing the grass, are done by Wheelabrator Spokane staff with the exception of the “zeroscaping”, a joint collaboration with the City and Wheelabrator. The zeroscape landscaping initiative consists of maintaining the growth of local plants and flowers that are drought tolerant around the plant’s administration building. Also, note that the pond on the property is home to many turtles and is a nesting area for Canadian geese. On the left side of the building is the “green clean” area that was added onto the receiving area of the plant, where compostable materials are dropped off, and the recycling center is located to the left of the plant in a separate structure. The plant’s timeless architecture includes siding that encompasses the whole facility including the air quality control system.

![Aerial photograph of Wheelabrator Spokane facility](image)

**b. Describe the maintenance program for the facility for cleanliness.** On each and every shift, time is set aside for plant cleaning where all employees participate in maintaining a clean and well run plant. The employees at Wheelabrator Spokane are proud of the condition of the plant and it can be seen by all who visit the plant, from top to bottom the Spokane housekeeping is maintained to the highest standards. A well-planned maintenance and housekeeping program is a critical component of the successful operations at the Wheelabrator Spokane waste-to-energy facility. Wheelabrator’s corporate philosophy on maintenance of its fleet is the way to maintain optimum performance by adhering to a strict maintenance program at each facility. In 2012, the Spokane facility dedicated 1,168 hours to scheduled downtime / outages, where necessary inspections, preventative maintenance and repairs were performed on all major equipment at the facility. A major part of Wheelabrator Spokane’s comprehensive plant maintenance program is the scheduled annual facility outage. The objective of the
annual outage is to assess all equipment that cannot be evaluated while the plant is in operation. Inspections, repairs, replacements, and occasional modifications are made with the goal of running the facility until the next scheduled outage without interruption by an unscheduled event. The results of this program are clearly reflected within the facility’s safety, environmental, operational, customer service and economical performance records.

Several months before a scheduled annual outage, the Wheelabrator Spokane maintenance manager and staff, plant manager, plant personnel and contractor representatives jointly meet and prepare an outage plan and schedule. Wheelabrator conducts an exterior inspection of each process train prior to the outage as part of developing the scope of work that will be followed during the outage. Upon completion of the pre-outage inspection, a discussion is held to review the observations and field notes. The field notes are converted to scopes of work for the outage and added to the outage work orders to ensure the concerns are addressed during the outage. During each scheduled outage, every portion of the process train will be carefully inspected. Key areas include the stoker, pressure parts, refractory, boiler casing, seals and structural supports, as well as the various substations such as ash handling equipment, hydraulics, air quality control equipment, and lime system. The boiler inspection will consist of a thorough visual examination along with ultra-sonic tube thickness testing. Scheduled repairs will then be accomplished using a critical path analysis of the outage schedule to ensure that all repairs are completed within the scheduled outage timeframe. As each unit is returned to service, the repair work is checked under operating conditions. Finally, all documentation is an important part of Wheelabrator Spokane’s maintenance program. All outage work and findings are noted in a comprehensive report that covers all pre-outage and post-outage repairs. This helps build a historical database of activities that occurred during every outage.

The maintenance goal of the Wheelabrator Spokane waste-to-energy facility is to perform maintenance on a day-shift schedule and have an effective preventative and predictive methodology in place to avoid unplanned events. However, minor and major unplanned events can occur. Wheelabrator Spokane protects their business plan from the adverse effects of excessive down time by taking the following steps:

- Ancillary equipment with high wear and/or high probability for failure have redundant equipment in the facility.
- The plant’s business plan contains an incentive for managers to contain or limit unscheduled downtime.
- Contracts in place for boiler tube repair are on an on-call basis. Facility maintenance personnel are also trained to provide repair procedures for these events.
- When maintenance personnel are not on shift at the plant, a portion of the staff are available on call on a rotating basis.

**c. Describe public relations measures and public education information efforts.** Wheelabrator’s ongoing involvement in the local community is an important part of our operations. Open houses and tours of Wheelabrator Spokane are common events throughout the year. Since 1991, approximately
60,000 visitors from various organizations, schools, and interested parties have toured the Wheelabrator Spokane facility.

Wheelabrator Spokane facility was nominated for the Association of Washington Business Community Service award last year by the Union Gospel Mission (UGM) of Spokane. Several years ago, Wheelabrator Spokane partnered with the UGM in their effort to house and feed Spokane’s less fortunate.

In 2012, Wheelabrator Spokane was recognized for innovative employee benefits program by the Association of Washington Businesses (AWB) for demonstrating a commitment to creating an improved workplace environment. On February 6th of 2013, the Spokane facility was again honored by the Association of Washington Business with the 2013 Better Work Place Awards in the category of Workplace Safety. The judging committee added an additional category to the award, Outstanding Leadership. In 2004, Wheelabrator Spokane was also given the AWB’s 2004 Better Workplace Safety Award and the All-Around Better Workplace Award within the 26 to 100-employee class.

**d. Provide evidence that the facility is a good neighbor.** Wheelabrator Spokane is a great neighbor; the facility operates in close proximity to the local commercial business park, restaurants, and other activities important to the community. The plant contributes to increased economic growth and local quality of life enhancements and was built to eliminate nuisance conditions. Trash coming into the waste-to-energy facility is handled in enclosed tipping halls maintained under negative pressure to pull air and dust directly into the boilers and destroy odors. This prevents dust and odors from escaping the waste-to-energy building. The facility is designed to enclose all stationary equipment and machinery indoors or within noise shrouds to minimize or eliminate noise.

Wheelabrator is dedicated to being a positive force in each community our facilities are located in by actively participating and contributing to local activities and programs. As a community partner, Wheelabrator believes our social responsibility begins with the communities where our employees live and serve. At all Wheelabrator facilities, our employees are encouraged to participate in activities designed to benefit the local community. This involvement allows Wheelabrator to foster positive local partnerships including sponsoring wildlife sanctuaries, public parks, senior citizen centers, and our annual environmental symposium, all of which help educate and engage local residents to protect our environment.

Wheelabrator Spokane supports local charitable organizations within the host community most important to the local citizenry. For example, Wheelabrator Spokane has partnered with the Union Gospel Mission to help them feed the homeless and needy. “Wheelabrator Spokane’s contributions are helping to change the lives of Mission residents enabling them to become contributing members of society again,” according to Russell Mackenzie, Director of Food Services & Food Services Training School, Union Gospel Mission. Wheelabrator and the SRSWS work together to provide tours to as many citizens, schools, visitors and customers as possible, since opening its doors for business in November of 1991 over 60,000 people have toured the facility.
December 3, 2012

As the special employer program manager for the Division of Occupational Safety and Health (DOSH), Labor & Industries, I would like to formally endorse the nomination of Wheelabrator Spokane Inc. for the 2013 SWANA Waste-to-Energy Excellence Award.

Since we first began our partnership in the early 2000’s, it was evident that Wheelabrator Spokane’s management, operations and maintenance staffs were committed to health and safety. In 2004, Wheelabrator first earned its DOSH Voluntary Protection Program (VPP) Star Worksite certification. The Star Designation is the State of Washington’s highest safety award, recognizing the outstanding efforts of employees and employers who have achieved exemplary occupational safety and health results through the application of best-in-class safety and health programs throughout the facility. At that time, Washington had only 10 VPP sites out of 207,370 places to work in the entire state and Wheelabrator Spokane became the 11th. Since then, Wheelabrator was re-certified in 2008 and continually proves to be one of the top VPP Star Worksites in the state year-after-year.

Becoming a certified DOSH VPP worksite, where regulators, employers and employees all work together to develop systems to maintain a safe and healthy workplace, isn’t an easy process. Consequently, very few companies participate. To date, only about 2,500 workplaces out of the seven million across the country that state and federal OSHA regulate have achieved this prestigious distinction. Twenty of Wheelabrator’s power plants, including Wheelabrator Spokane, are certified as OSHA VPP Star Worksites – a true testament of the company’s commitment to health and safety.

Working within the DOSH VPP guidelines, every year Wheelabrator establishes health and safety goals to focus on continuous improvement designed to strengthen and improve their effectiveness. The goals consistently lead to continued commitment from management and employees to health and safety, encourage employee involvement in company-wide programs, and ensure compliance with health and safety rules. DOSH has seen this first hand during site visits, inspections and by monitoring the company’s safety performance. As of April 30, 2013, Wheelabrator Spokane has worked 657 days without an OSHA-recordable incident and has gone 873 of days without loss-time injuries.

All of these results not only create a safer work environment for all employees but they all help build a stronger company. The decline in injury and illness rates ultimately leads to lower workers’ compensation premiums and insurance rates, a higher morale among employees, a decrease in absenteeism, and an enhanced relationship between labor and management.

I am honored to work with the Wheelabrator Spokane team. The operational framework Wheelabrator implemented places safety and health at the employee level so that everyone is responsible for safety. Wheelabrator educates and empowers its employees to take responsibility for their own personal safety and of those around them. Safety is not just talked about; it’s practiced on a daily basis.

Sincerely,

John Geppert
Special Employer Program Manager, DOSH, Washington State Department of Labor & Industries
May 7, 2013

Solid Waste Association of North America
Technical Division
1100 Wayne Avenue - Suite 700
Silver Spring, Maryland 20910

Ref: Wheelabrator Spokane Inc.
SWANA 2013 Waste-to-Energy Excellence Award Application
Reference Letter

Dear Technical Division Judge Committee:

Please accept this letter of support for Wheelabrator Spokane. Wheelabrator Spokane has served the Spokane Regional Solid Waste System (SRSWS) since 1989 when they began construction of the City of Spokane’s WTE Plant. The Plant became operational in 1991 and is operating more efficient today than any time in its history. Due mainly to the diligent work and services Wheelabrator provides the SRSWS as our contractor and our partner.

In addition to providing outstanding operations of the Plant, Wheelabrator has become a major community partner to the City of Spokane and many charitable organizations in the Spokane area. Examples of Wheelabrator’s community involvement include; sponsoring the annual Spokane river clean-up, the City of Spokane Dragon Boat races, Spokane Mayor’s annual gala with all proceeds going to a different charity each year, and one of the most important – providing over one hundred turkeys to the Union Gospel Mission each Thanksgiving to feed families and individuals in need. After working with the Union Gospel Mission for a few years, Wheelabrator Spokane’s Plant Manager Chuck Conklin was so impressed with their work, he now provides the Union Gospel Mission an additional $1000 per quarter to purchase cooking supplies so they can accomplish their mission of feeding the hungry.

We are honored to have Wheelabrator Spokane as a committed service provider and community partner. We fully support Wheelabrator Spokane receiving the 2013 SWANA Waste to Energy Excellence Award.

If you have any questions regarding this letter of support, please don’t hesitate to contact me at (509) 625-6532 or kgimpel@spokanecity.org.

Sincerely,

Ken Gimpel
Business Director

Printed on Recycled Paper
May 10, 2013

Solid Waste Association of North America
Waste-to-Energy Technical Division
1100 Wayne Avenue - Suite 700
Silver Spring, Maryland 20910

Re: Wheelabrator Spokane Inc.
SWANA 2013 Waste-to-Energy Excellence Award Application

Dear Technical Division Judge Committee:

In my official position as Facilities Director of the Spokane Regional Solid Waste System (SRSWS), I fully support Wheelabrator’s application for a SWANA Waste-to-Energy Excellence Award for the Spokane Regional Waste-to-Energy Facility, which Wheelabrator designed, built and has operated for over 22 years.

Throughout the contract, an effective, very positive working relationship has been developed and maintained between Wheelabrator and SRSWS. Over the years, we have jointly implemented numerous improvements to the Facility to improve energy efficiency, maintain high availability, and reduce emissions to levels far better than the applicable standards.

Wheelabrator and its plant manager, Chuck Conklin, have been very flexible and cooperative with SRSWS in managing the processing of waste at the Facility, including high-value assured destruction of confidential materials, confiscated contraband, pharmaceuticals, oily wastes and USDA regulated foreign waste.

Wheelabrator truly embraces a culture of safety, and the Facility became one of the first VPP STAR sites in the State of Washington, in 2004. The Facility and its staff have an enviable safety record.

We are very pleased with our Facility and Wheelabrator’s operation; the facility is architecturally pleasing, well maintained, extremely clean, and a good neighbor to our landlord, the Spokane International Airport, and its Business Park.

Sincerely,

Russ Menke, PE
Facilities Director
Solid Waste Association of North America (SWAWA)
1100 Wayne Avenue – Suite 700
Silver Spring, Maryland 20910
Phone 800-467-9262/Fax 301-589-7068

Dear SWANA,  

April 30, 2013

This letter is to support the nomination of Mr. Chuck Conklin and Wheelabrator Spokane Inc. waste to energy facility for your Waste to Energy Excellence Award.

The Union Gospel Mission in Spokane, WA, wants to express our sincere appreciation to Wheelabrator for their generosity and corporate partnership with us over the last few years.

Our purpose statement says that we partner with the Inland Northwest to help the poor with the love and power of the Gospel so they may become God-dependent contributing members of society. This means that we partner with individuals and with community-minded companies like Wheelabrator to serve the poor. We cannot do this work alone.

Wheelabrator has helped people’s lives to change. Mike Morrison cooked in our kitchen the first year Wheelabrator supported us, and he is now off drugs, lost 80 pounds and became healthy, graduated at the top of his class at Le Cordon Bleu Academy of Culinary Arts in Seattle, and now works full time as a chef. Mike is just one of many men that Wheelabrator helped to become productive members of society again.

Together, Union Gospel Mission and Wheelabrator have accomplished several service projects that helped literally thousands of poor and homeless people in greater Spokane, including families with children who eat at our properties. We all recognize the importance of good nutrition for children during the years they are growing. We in Spokane recognize Wheelabrator for helping to make that happen for kids here.

On each of the last three Thanksgivings, Mr. Conklin brought a truckload of frozen turkeys to the Union Gospel Mission on behalf of his company. We used those very turkeys to serve literally thousands of restaurant quality meals to the homeless and poor at the Convention Center in Spokane, WA, and at our women’s shelter and community dinners in Coeur d’Alene, ID.

Like clockwork every quarter, Wheelabrator buys our kitchen a pallet of supplies from URM commercial grocery, including latex gloves, foil, plastic wrap, pallet wrap, oven cleaner and other essentials. These supplies are our backbone, enabling us to operate a professional commercial kitchen serving 350,000 meals a year to hungry families. Wheelabrator bought us a
three quart Robot Coupe commercial food processor which we use to train cooks for entry level food service jobs, and Mr. Conklin brought us hams at Christmas in his own pickup truck.

SWAWA can be proud that Wheelabrator uses a portion of its resources to help the least fortunate where they do business. It is a merciful and generous thing to do. It is the right thing to do. I want you to know that we truly appreciate it.

Please seriously consider the excellent work that Wheelabrator Spokane Inc. does in Washington State when you select the Waste to Energy Excellence award.

Sincerely,

Russell MacKenzie
Director of Food Services
Office 509-532-3816  Cell 206-734-8002
russell.mackenzie@ugmspokane.org