

Environmental & Safety Management Through Employee Involvement



Niagara Plant History

- 1993 – American Ref-Fuel acquires plant
- 1994 – DBA project permit approved
 - Negative declaration on SEQRA
- 1996 – Plant receives OSHA STAR Certification
 - 1997 - New Plant Certification
 - 2000 – Recertification of Plant
- 1996 – DBA startup and EFW shutdown
- 1999 – Permit approved for Alternate Fuels
- 1999 – Major growth of Special Waste Business
- 2000 – ISO – 14001 Registered

The People and Their Results

- Ownership Mentality
- Employee and Family involvement
- Low turnover – Less than 5% over four years
- Excellent Safety and Environmental Record
- Cost control leaders
- Power Magazine Marmaduke Award 2000
- Solid team not dependent on any one individual

Community Focus

- Employee involvement in all Activities
 - Festival of Lights Parade
 - Naturalization Ceremony and Children's Festival
 - Adopt-a-School Program
 - Niagara Beautification
 - Safe Summer Program
- Company of the Year Award in 2001
- Exceptional Relationship with Politicians, regulators and the local community through our employees

Employee Driven Programs

- Safety Process and S.S.P.
- Environmental Management and I.S.O. 14001
- Safety and Environmental Committee
- Near Miss Reporting
- Cost Management
- PBITA Bonus Plan
- PBITA Impact Program
- Communication Matrix

The Results

- Great Morale
- Great Safety
- Great Environmental Performance
- Low Turnover
- Great Community Relations
- Bottom Line Impact